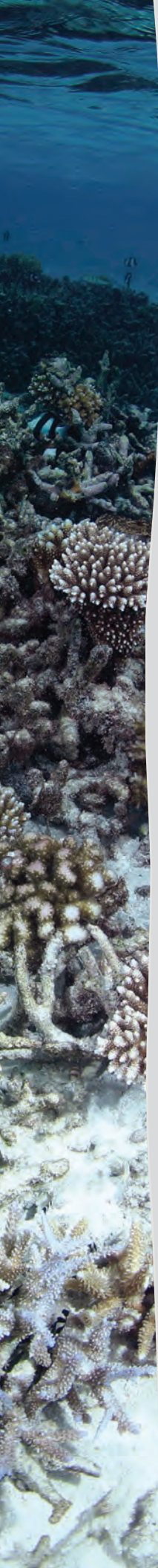




Enriching Tomorrow


*Enrich your moment through
a sustainable journey*





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Enriching Journey

*Immerse a miraculous experience
created by stories from the ocean*



Message from Chairman of the Board and Chief Executive Officer



The year 2021 was another big challenging time for the hospitality business due to the Covid-19 pandemic situation. Despite the positive tendency in many countries, the tourism market circumstance was still uncertain and has not yet fully reached normal condition. The Company has adapted its business plans following the situations and restrictions of each country it has operated business in.

Nonetheless, it must be considered that such adaptation and balanced business operations enabled the Company to overcome the obstacles satisfactory, for instance, they led to the strong recovery of hotels in the Republic of Fiji and the Republic of Mauritius despite their governments' recent announcement for reopening of the countries; the recovery of hotels in the United Kingdom, especially those located on the coastal tourist sites, and most importantly, the remarkable recovery since the business operation of the CROSSROADS project, the Republic of Maldives, the Company's mega project.

The beauty and abundance of the underwater world are still the charm that can always attract tourists to visit and they are the most valuable natural assets for every hotel and every life on this planet. Throughout the time, SHR put its best efforts to preserve those fascinations, and we believe that one of the reasons the visitors choose to travel and stay with us is the trust that they have in SHR that the Company can take very good care of the surrounding environment. This is another potential and credibility that we have gained.

SHR pays attention and takes responsibility for the environment and the societies in all areas since day one of its business operations in accordance with our vision. Apart from determining to be the new standard of leisure and quality living, we intend to build real benefits to the local communities based on the "sustainable development philosophy" inherited from Singha Estate Public Company Limited in creating harmonious coexistence in combination with the UN Sustainable Development Goals 2030 (SDG 2030).

In the past, the Company has conducted its business carefully and combined the environmental issues into the Company's Enterprise Risk Management (ERM) to take precaution and avoid impact in every procedure, beginning from the exploration and environmentally friendly project design processes which do not disturb the original coral reefs and marine habitats. We initiated the projects to protect, restore and closely monitor the impacts associated with marine biodiversity. We built 2 Marine Discovery Centres (MDC) in hotel areas to communicate, exchange knowledge and learn about the sea to all stakeholders to make them aware of sustainable use of the sea.

We paid attention to the worthiness consumption of resources to minimize impacts to the sea and we sternly conducted many operations by mainly following the goal of "SDG 14: Life below water".

The environmental success could be seen in the CROSSROADS Maldives Project. In 2021, the Company's marine scientists were able to record 147 species of marine animals under conservation status according to the IUCN Red List of Threatened Species, an increase of 13 species between 2019 and 2021. In addition, we designated the abundant coral reef areas as the conservation area to prevent the ecosystem in such areas from the interference of tourism activities. At present, the coral reef has expanded to 4,898 square meters, which is 10 times compared to 2016 (based year). We also took part in keeping the ocean clean by collecting more than 250 kilograms of plastic waste in the sea and along the coastline to deliver to the partners for recycling. The Company also contributed to the creation of local occupations and economies, as 53.51% of hotel employees in upcountry and the Republic of Maldives were hired from the communities.

The year 2021 was also the beginning and multiple successes year on environmental, social, and governance (ESG) operations. It was the first year that the Company has received a 5-star or "excellent" score on the Corporate Governance Report (CGR) assessment, the first year that the Company became a member of Global Compact Network Thailand (GCNT), the largest sustainability network of the United Nations which will strengthen our operations with partners around the world, and it was the first year that we started preparing the SHR Sustainable Development Report to compile and publish our sustainable development performance in accordance with the GRI Standards, the international reporting standard, to prepare for the next move of the Company on becoming a Global Holding Company in the future. We also would like to congratulate Santiburi Koh Samui for being certified as an "Excellent" Green Hotel (Gold level) this year.

With belief that the business must grow together with the existence of nature and the good quality of life of the community, thus, wherever we expand our business, we will build prosperity in such areas to make them grow together. Therefore, in 2022, SHR has set the targets to make all of the Company's self-managed hotels receive the certificate on international sustainability standards for tourism and hotel operators; to increase the proportion of environmentally friendly renewable energy consumption, and to reduce food waste by at least 10% to meet the long-term target of zero-emissions (net zero) by 2030, according to Singha Estate's way which aims to creation of value and sustainable growth.

On behalf of the Board of Directors and the Executives of S Hotels and Resorts Public Company Limited.

-Signed-

(Mr. Apisak Tantivorawong)

Chairman of the Board of Directors, and Independent Director

-Signed-

(Mr. Dirk Andre L. De Cuyper)

Director and Chief Executive Officer

Vision

Our vision is to be a premier international hospitality management and hotel investment company that sets new standards for the quality of leisure and lifestyle, based upon a philosophy of sustainable development and benefits for the local community. To that end, we aim to provide accessible and affordable luxury hotel experiences, promote collaborative partnerships and improve our corporate governance.

Business Strategies

In order to achieve its vision, the Company has set strategies as follows:

1. Strategies in acquisition and management of new assets

The Company aims to build a strong business portfolio with the potential to grow continually in long term under the uncertainty of circumstances from many factors. The Company focuses on asset management strategies in the form of asset rotation in order to balance the Company's revenues by geographic and by management platform. The Company has studied the possibility of acquiring a new hotel or resort focusing on important tourist attractions and good return on investment with attractive market conditions.

The Company seeks opportunities to acquire new hotels or resorts situated in popular tourist destinations which will provide good returns for the investment in favourable market conditions. The Company also considers the variety of hotels in terms of geography, market position, and customer base. The types of hotels in the Company's interests are upper upscale hotels, upper midscale hotels in a potential location which focus on accommodating experiential-travelling tourists. The Company also increases its opportunities to acquire new assets by using both domestic and international networks of Singha Estate and Boon Rawd Brewery Co., Ltd.

2. Strategies in the management of profit-making competency from assets

After business acquisition, the Company aims to increase profit-making competency from hotel operations through assets renovation, an increase in room number and facilities in a hotel. These hotel renovation plans are one of the important factors that the Company considers before making an acquisition of that particular asset or business. The increase in the profit-making competency also includes the possibility of changing from managing under a third-party hotel management agreement to a franchise agreement or self-management. The Company still employs the strategy of balancing the proportion of the hotels under the Company's own management, hotels under a franchise agreement, and hotels managed by third-party operators. By benefitting from being a business partner with world-leading brands of hotels and the variety of assets the Company maximizes the competency of management for sustainable growth.

In addition, the key strategy is to keep portfolio balancing through the process of asset rotation to optimize hotel operations with growth potential by utilizing cash flows from the sale of hotels that are categorized as non-performed assets. In terms of business operation,

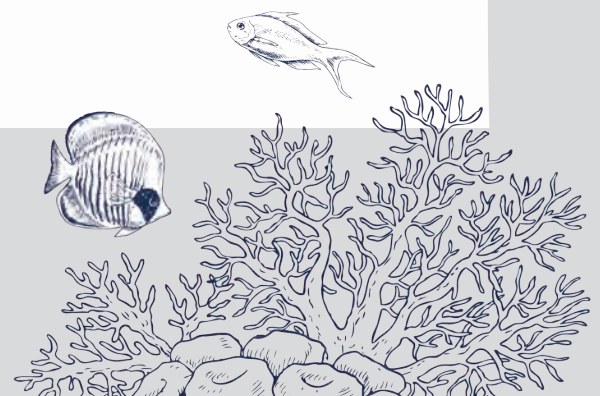
the Company focuses on marketing to increase the occupancy rate and average daily rate through the sales channel management, market penetration both domestic and regional as well as management of cost to maximize a profit margin to meet the target. In terms of operation, the Company will focus on providing services that create exceptional and memorable experiences for the guests, developing employees and work systems to be ready to provide excellent services, including giving importance to environmentally friendly hotel management.

3. Strategies in business partnership

For new business development, the Company explores opportunities and considers the investment through business partnerships, which will help the Company to grow under the asset light model and help foster synergies to enhance competitiveness as well as expand to other related businesses that can grow in aligning with the world changing according to the Megatrend. The Company will study thoroughly in accordance with the investment management framework, risk management, and sustainable development of the Company.

4. Sustainability development strategy

The Company regards integrated sustainability development and social responsibility as an important aspect of the Company's business operation. The Company's principle in business operation is to maintain sustainable value for all stakeholders including nearby communities and the customers staying in the area where a hotel is located. The Company places great emphasis on the environment conservation and the support of environmental activities in the areas. The Company takes pride in having provide sustainable value to all stakeholders, in the care for the unique natural resources in any different areas in which the Company's hotels situate, and in the quality of life of local communities, because the Company believes that these activities will help every sector develop sustainably, help promote unity among communities, the environment, and local economies, and will help create the appeal and distinctiveness of the Company's hotels.

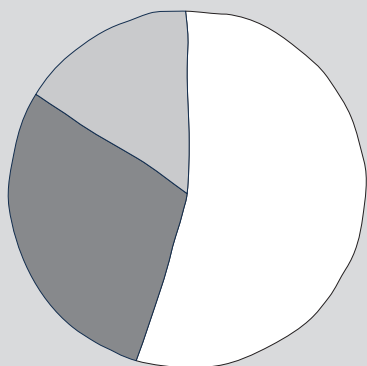


About SHR

Total revenue¹

4,512.5 million baht

% Revenue
by Type of Services in 2021



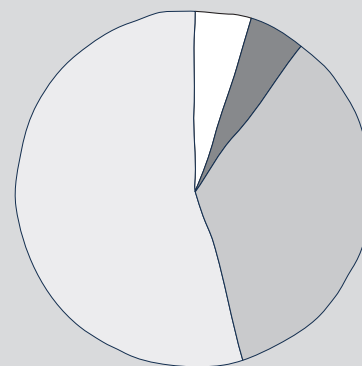
○ Room Revenue **54%**

● F&B Revenue **30%**

○ Other Revenue **16%**

| | 2019 | 2020 | 2021 |
|---------------|------|------|------|
| Room Revenue | 58% | 55% | 54% |
| F&B Revenue | 30% | 29% | 30% |
| Other Revenue | 12% | 16% | 16% |

% Revenue
by Type of Hotels in 2021



○ Self-managed **5%**

● Managed by the 3rd Parties **5%**

○ Project CROSSROADS Phase 1 Hotels **36%**

○ UK Portfolio Hotels **54%**

| | 2019 | 2020 | 2021 |
|--|------|------|------|
| Self-managed | 26% | 21% | 5% |
| Managed by the 3 rd Parties | 64% | 39% | 5% |
| Project CROSSROADS Phase 1 Hotels | 10% | 40% | 36% |
| UK Portfolio Hotels | 0% | 0% | 54% |

Remark: ¹ Excludes other income.

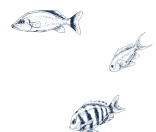


Information of the Company as of 31 December 2021

| | |
|-----------------------------|--|
| Company Name | S Hotels and Resorts Public Company Limited |
| Securities Symbol | SHR |
| Head Office | No. 123 Sun Towers Building B, 10 th Floor, Vibhavadi Rangsit Road, Chom Phon Sub-district, Chatuchak District, Bangkok 10900, Thailand |
| Telephone | +66 (0) 2058 9888 |
| Website | www.shotelsresorts.com |
| Type of Business | Holding company that engages in the management of hotels and resorts and investments in international hotel companies |
| Company Registration Number | 0107562000190 |
| Year of Establishment | 2014 |
| First Trade Date in SET | 12 November 2019 |
| Registered Capital | Baht 18,318,200,000 comprising 3,663,640,000 ordinary shares |
| Paid-up Capital | Baht 17,968,200,000 comprising 3,593,640,000 ordinary shares |
| Par Value | Baht 5 |

S Hotels and Resorts Public Company Limited (the “Company” or “SHR”) is a fast-growing holding company that engages in the management of hotels and investments in international hotel companies with continuous growth of assets. The Company’s objectives are to build new standard of relaxation and quality of living by offering travelling and staying opportunity in the affordable luxury hotels and resorts and to determine to provide services with maximum safety and industrial hygiene standards. In 2021, the Company operating 39 hotels in Thailand and internationally through its subsidiaries, in which the Company owns a 99.99% shareholding, and joint ventures, including 38 that are already operational and one that is currently under development, located in prime tourist locations, e.g., Thailand, the Republic of Maldives, the Republic of Fiji, the Republic of Mauritius, and the United Kingdom.

Since our establishment in 2014 with two properties in Thailand with a total of 227 keys, and at present, we have successfully grown by a CAGR of 53.7% (in terms of total number of keys). This has been driven by our established track record of growth from acquisitions, developments and asset enhancement initiatives through disciplined capital management and proven ability of having access to domestic and international capital. We have a highly experienced and forward-looking senior management team and the Board of Directors with strong and committed support from Singha Estate as a hospitality business flagship company of the Singha Estate Group.



Key Business Segments

| | | | |
|-----------------------|--------------------|-----------------------------|----------------------|
| 5 Countries | 8 Brands | 39 Resorts/Hotels | 4,602 Keys |
|-----------------------|--------------------|-----------------------------|----------------------|



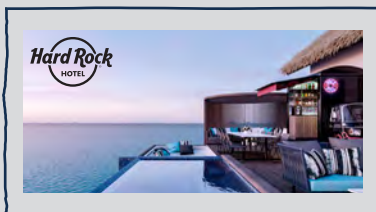
Mercure
2,839



Holiday Inn
151



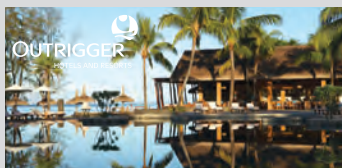
SAii Lagoon Maldives,
Curio Collection by Hilton
198



Hard Rock
Hotel Maldives
178



SO/ Maldives
80



Outrigger Mauritius
Beach Resort
181



UK
2,990
28 Hotels

Maldives
509
4 Hotels

Mauritius
181
1 Hotel

Core portfolio excludes

- Three (3) hotels in the UK (Two Holiday Inn and One Mercure) which are held through a 50% stake in equal joint venture with FICO UK, and
- SO/ Maldives which is held through a 50% stake in equal joint venture with WEWD.



Number of hotels and keys by type of business platform

| | Self-Managed Hotels | Outrigger Hotels | CROSSROADS Project Phase 1 Hotels | | Company's own hotels in the UK | Joint Venture Hotels |
|---------------------------|--|----------------------------------|--|--------------------------|--|--|
| Hotel name/ Brand | SAii Phi Phi Island Village, SAii Laguna Phuket, SAii Koh Samui Choengmon, Santiburi Koh Samui | Outrigger | SAii Lagoon Maldives, Curio Collection by Hilton | Hard Rock Hotel Maldives | Mercure | Mercure Holiday Inn SO/ Maldives |
| Number of hotel(s) | 5 | 3 | 1 | 1 | 25 | 4 |
| Number of rooms(s) | 657 | 499 | 198 | 178 | 2,761 | 309 |
| Business platform | Self-managed | Third-party Management Agreement | Franchise Agreement | Franchise Agreement | Franchise Agreement/Third-party Management Agreement | Franchise Agreement/Third-party Management Agreement |
| Scale | Upper Upscale/ Luxury | Upper Upscale | Upper Upscale | Upper Upscale | Upper Mid-Scale | Upper Mid-Scale/ Luxury |
| Hotel type | Resort | Resort | Resort | Resort | Resort | Hotel/Resort |

However, in this Sustainability Development Report 2021, the Company will report only the Company's self-managed hotels with own management and operation under its own brand in Thailand not less than 1 year and hotels in the CROSSROADS project in the Republic of Maldives which are self-managed hotels with Franchise Agreement.

Please see more details of other hotels in the Company's Annual Report 2021 (Form 56-1 One Report), page 58-83.

Significant development

Year 2021

- Acquired the remaining 50% stake in the 26 hotel properties in UK.
- Announced the first 2 hotels under the brand "SAii" in Thailand.
- Signed a Hotel Management Agreement to introduce SO/ Maldives, Accor's rebellious luxury lifestyle brand, in the Maldives, which is expected to open in 2023.



Santiburi Koh Samui

5-star hotel on a private beach more than 300 meters long with full facilities, including large swimming pools, restaurants, beach centre, spa centre, fitness centre, and water sport activity centre.


Location:

Koh Samui, Mae Nam Sub-district,
Koh Samui District, Surat Thani Province


Number of keys:

96 keys, consisting of 12 duplex suites, 65 Thai-styled villas reminiscent of an ancient Sukhothai villages and 19 Grand Reserve Pool Villas, which is the large modern villa with private pool


Target group:

High-end and experiential global travelers, honeymooners, families, MICE groups, destination wedding groups



SAii Phi Phi Island Village

4-star hotel on a private beach about 800 meters long, complete with facilities including 2 large swimming pools, a beach restaurant and spa centre, previously known as Phi Phi Island Village Beach Resort and well-known to tourists and divers, has just been rebranded in February 2021. This resort also encourages the tourists to pay attention and restore environment through activities at "Marine Discovery Centre" located in the resort.


Location :

Phi Phi Don Island, Ao Nang Sub-district,
Mueang Krabi District, Krabi Province


Number of keys :

201 private villas consisting of bungalow and villa cluster


Target group:

Experiential global travelers, honeymooners, families, MICE groups, destination wedding groups

CROSSROADS Maldives

The CROSSROADS Project stands out from other projects as it is an integrated lifestyle destination in the Republic of Maldives. It is located in beautiful Kaafu Atoll and Emboodoo Lagoon, just about 15 minutes from Velana International Airport and Malé, the capital city, by a high-speed ferry. It offers the world-class relaxation experiences with combination of all kinds of services, including, hotel, resort, and The Marina @ CROSSROADS

The CROSSROADS project commenced commercial operation on September 2019, consisting of 1) SAii Lagoon Maldives, Curio Collection by Hilton 2) Hard Rock Hotel Maldives 3) The Marina @ CROSSROADS and 4) SO/ Maldives on Island 3 which is still under development. Please see more details at “Future Projects” in the Company’s Annual Report 2021 (Form 56-1 One Report)



SAii Lagoon Maldives, Curio Collection by Hilton

SAii Lagoon Maldives, Curio Collection by Hilton is located in CROSSROADS Maldives Phase 1. It is the first hotel operated under “SAii” brand, the Company’s own brand, carries the well-established Hilton brand name, and offers spacious rooms and al fresco spaces with personalized comforts with full facilities such as beachfront restaurants and swimming pools, as well as direct access to The Marina.



Location:

Emboodhoo Lagoon, Kaafu Atoll, South Malé Atoll, Republic of Maldives



Number of keys:

198 keys with areas ranging from 44 sq. m. to 240 sq. m. per room



Target group:

Millennial mindset global experience seekers, high-end leisure travelers and MICE travelers

Hard Rock Hotel (Maldives)

Hard Rock Hotel Maldives has been inspired by local culture and authentic music taste. It is the first upper upscale hotel in the Maldives under the Hard Rock brand, offering tropical architecture infused with contemporary design features alongside regionally inspired authentic music memorabilia. It is located in CROSSROADS Maldives Phase 1 with full facilities such as swimming pools, spa, and shops. Moreover, it has direct access to The Marina.



Location:

Emboodhoo Lagoon, Kaafu Atoll, South Malé Atoll, Republic of Maldives



Number of keys:

178 keys with areas ranging from 46 sq. m. to 445 sq. m. per room



Target group:

Families, MICE travelers and music enthusiasts



The Marina @ CROSSROADS

The Marina @ CROSSROADS is the first project for entertainment and recreation in the Republic of Maldives. It consists of retail shops, event halls, beach club, a marina, Marine Discovery Centre, Marina and Yacht Club, a water sports and diving centre, kids club, as well as a beach wedding venue and a marina for 30 yachts, with a beach walk to enjoy a close look of magnificent view of Emboodoo Lagoon.



Location:

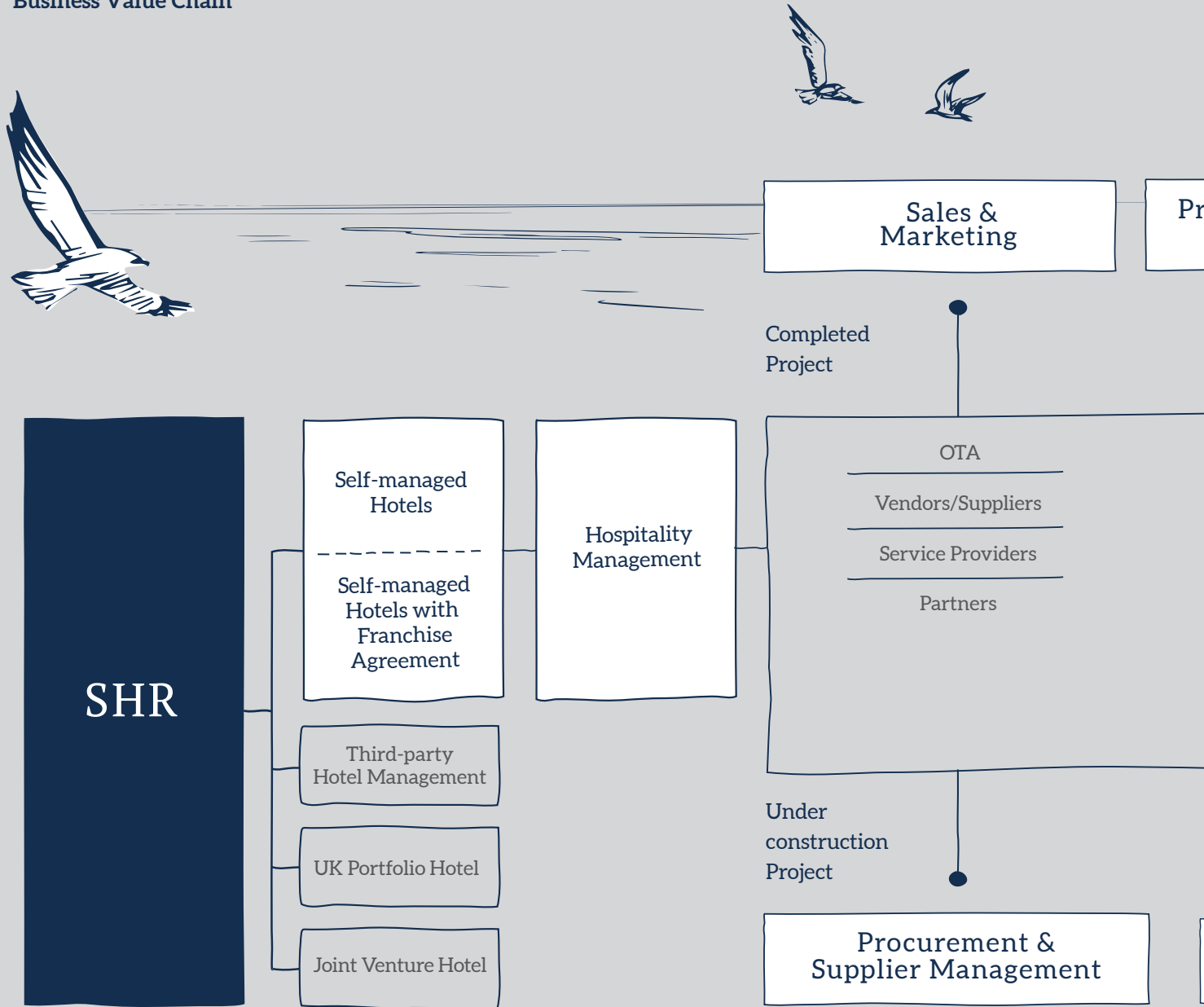
Emboodhoo Lagoon, Kaafu Atoll, South Malé Atoll, Republic of Maldives



Target group:

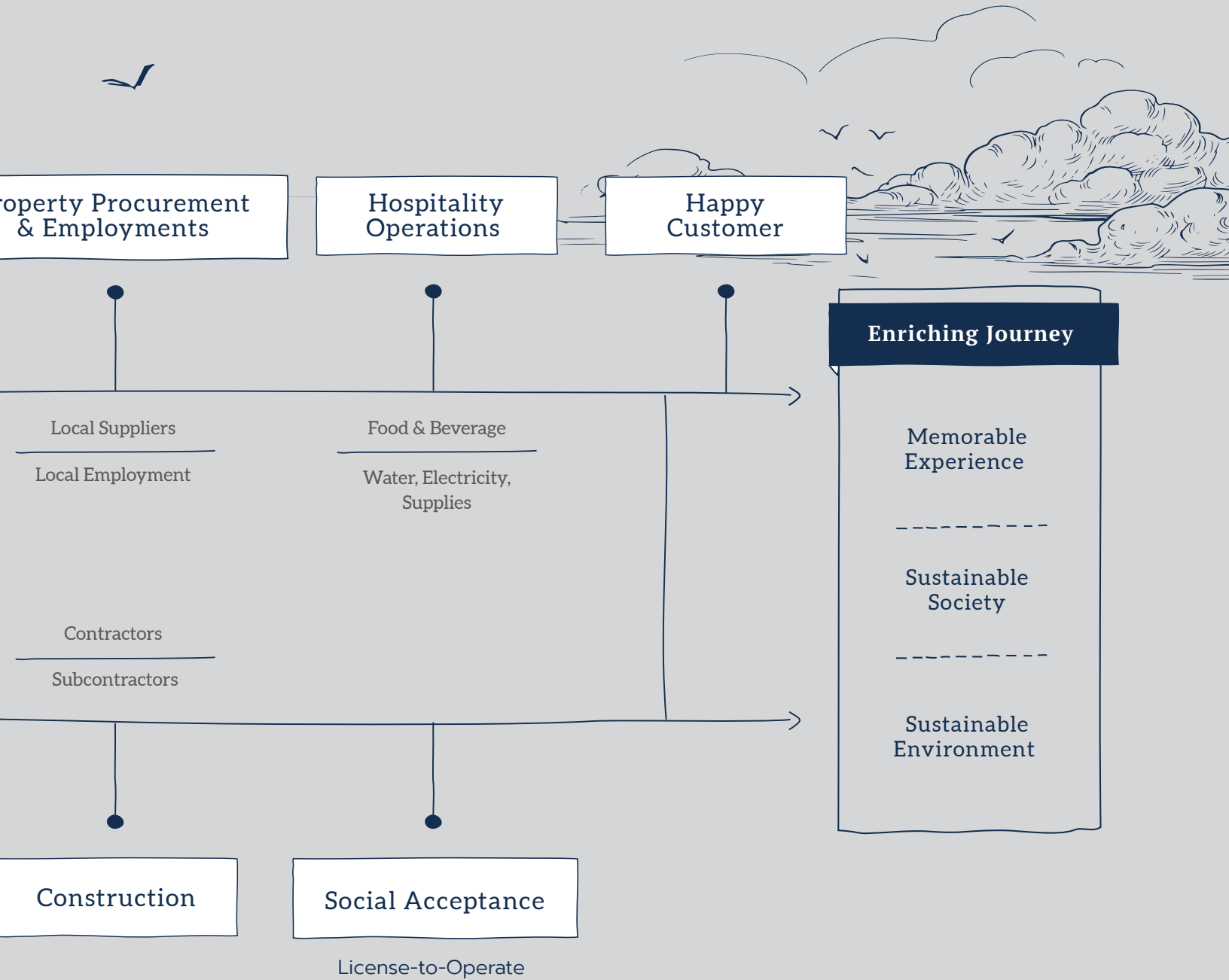
Hotel customers, general travelers, and Maldivian travelers

Business Value Chain



UPSTREAM

ENRICHING



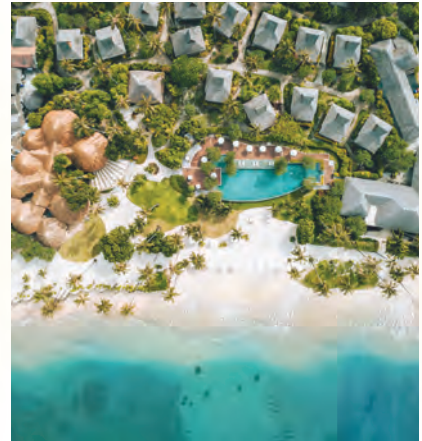
JOURNEY

Sustainability Awards and Partnerships



2018

- The Green Leaf Foundation certified SAii Phi Phi Island Village's¹ environmental stewardship at the "3 Leaves" level (2018-2020).



2019

- The Department of Environmental Quality Promotion has certified SAii Phi Phi Island Village as an eco-friendly hotel (Green Hotel) at the "Excellent Level," making it the only hotel in Krabi province to receive such recognition (2019-2022).
- Santiburi Koh Samui was awarded a carbon neutral certificate and granted permission to use the certification mark as an organization with zero carbon emissions for the year 2019² by the Thailand Greenhouse Gas Management Organization (Public Organization).

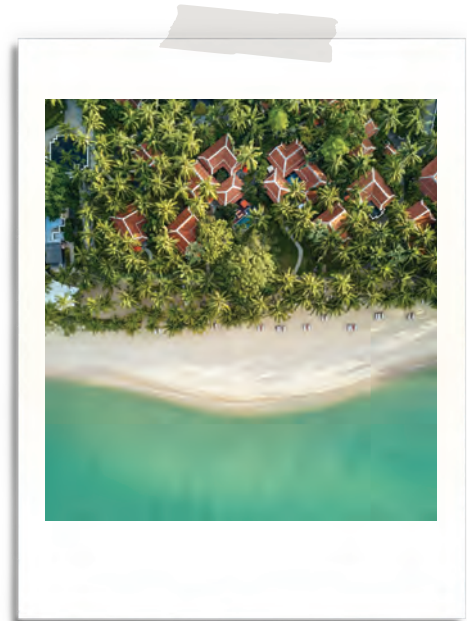
Remark: ¹ It was in 2021 that the name of the Phi Phi Island Beach Village Resort was changed to SAii Phi Phi Island Village.

² Data on carbon emissions for the year 2018.

³ Data on carbon emissions for the year 2019.

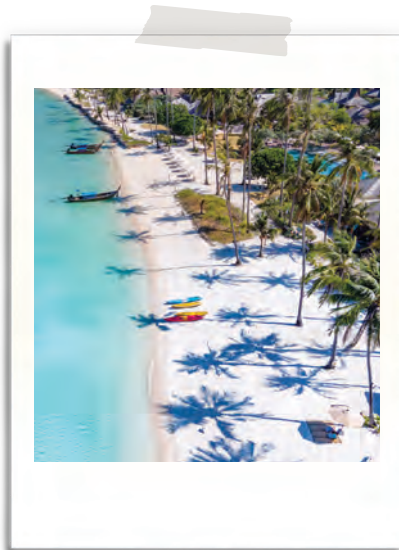
2021

- The Department of Environmental Quality Promotion has certified Santiburi Koh Samui as an “Excellent Level” green hotel (2021-2024).
- The Company received a 5-star rating, which is equivalent to the “Excellent” level, with an overall average score of 91% from the Corporate Governance Report of Thai Listed Company 2021 (CGR 2021) by the Thai Institute of Directors (IOD) with support from the Stock Exchange of Thailand.
- The Company has been accepted as a member of the Global Compact Network Thailand (GCNT), which is part of the United Nations' largest sustainability network.



2020

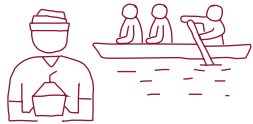
- AREA 2020 (Asia Responsible Enterprise Awards) in the category of Green Leadership was presented to S Hotels & Resorts Public Company Limited by Enterprise Asia.
- The Tourism Authority of Thailand's office in the United Kingdom honored SAii Phi Phi Island Village with one of its Responsible Thailand Awards in the Marine and Nature category.
- SAii Phi Phi Island Village was certified as a carbon-offset hotel for the year 2020³ by the Thailand Greenhouse Gas Management Organization (Public Organization).
- Santiburi Koh Samui signed a declaration for the UNESCO Sustainable Tourism Pledge.



Significant Contributions to Sustainable Development



SDG 8: Decent Work and Economic Growth



Contributing to the development of a healthy community economy and the creation of good jobs by employing an average

of **53.51%**
of the local
community

64.97%
of Maldivians¹

2.86%
is senior management²
hired from the local
community³.



Ensuring that
all hotels
adhere to the highest
standards of sanitation,
cleanliness, and
safety such as
SHA and **SHA+**,
as well as sustainability
standards such as the
Green Leaf and
Green Hotel.



Improving the occupational
health and safety of both
employees and hotel guests
by offering more than
38 training courses
to help them become more
disaster-and safety-aware,
such as disaster survivals, fires,
tsunamis, and other such
calamities.



Remark: ¹ Hotels in Maldives only

² "Senior management" refers to Head of Department and above

³ Santiburi Koh Samui, SAii Phi Phi Island Village and CROSSROADS Maldives



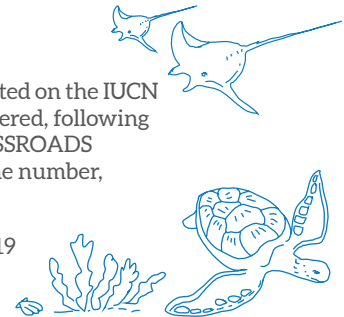
SDG 14: Life Below Water

147 species

of marine animals listed on the IUCN
Red List were discovered, following
the start of the CROSSROADS
Maldives. Among the number,

13 species

increased during 2019
to 2021.



Conservation areas designated
as part of the CROSSROADS
project in the Republic of
Maldives increased by over

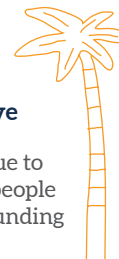
**4,419 square
meters (922.55%)**

in 2017 compared to 2016
(base year).



SDG 11: Sustainable Cities and Communities

Setting up
**at least
10
collaborative
projects**
that add value to
the lives of people
in the surrounding
community.



Contributing to
the preservation of
indigenous culture by
opening a more than
500-square-meter
cultural learning center
that has already received
18,584 visits.



SDG 12: Responsible Consumption and Production

17.53 tons

of coastal and marine debris were collected with the help of stakeholders and transported to a partner for proper disposal to avoid ocean pollution.



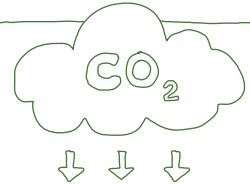
Marine Discovery Centres have been a place to educate **10,102 visitors** about marine life as a way to raise awareness of sustainable lifestyles.



SDG 13: Climate Action

The carbon emissions in the 1st and 2nd scopes from the Santiburi hotel on Koh Samui were

744 tCO₂eq



The carbon emissions in the 1st and 2nd scopes from the SAii Phi Phi Island Village were

1,702 tCO₂eq

Carbon footprint tracking has been implemented across all of our business operations with

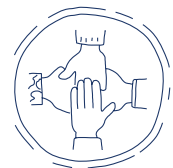
100% coverage



SDG 17: Partnership for The Goals

4 sustainability networks

and other a diverse range of collaborations across the public, private and civil society sectors.



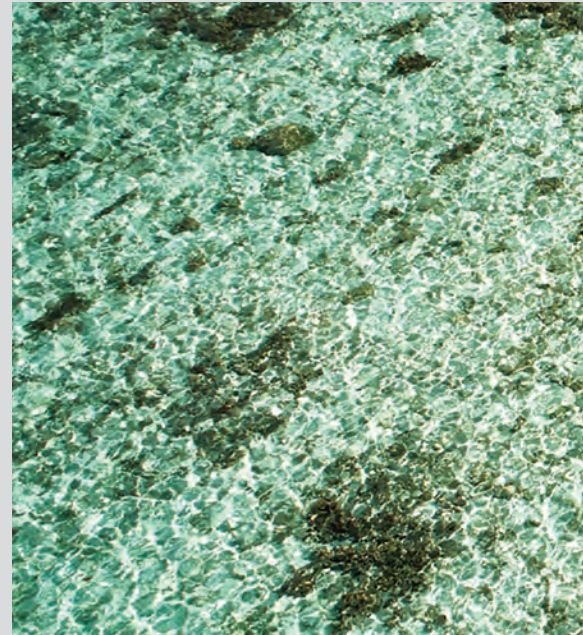
Initiatives and Partnerships for a Sustainable Future



Throughout the years, we have partnered with government agencies, private sector companies, and civil society organizations on both a domestic and international level to promote sustainable business operations as we believe that forming partnerships across all sectors will be a powerful force for achieving a more tangible positive impact on the economy, environment and society. Simultaneously, we have incorporated a variety of frameworks and standards for sustainability into our business practices.

Concerning marine biodiversity, which is our most pressing sustainability concern, we have been working with government agencies such as the Department of Marine and Coastal Resources and the Department of National Parks, Wildlife, and Plant Conservation regularly to address our responsibility for marine biodiversity conservation. Part of this process has included working with experts, academics, and consultants to gather their academic perspectives on how we can best manage and operate in light of the diversity of marine life.

Additionally, we joined the Global Compact Network Thailand (GCNT), the United Nations' largest sustainability network, for the first time this year, as a springboard for advancing our sustainable business operations on a global scale.



Frameworks and standards for our sustainable business

- UN Sustainable Development Goals (SDG 2030)
- The Ten Principles of the UN Global Compact (UNGC)
- The GRI Standards of the Global Reporting Initiative
- The Universal Declaration of Human Rights
- United Nations Convention on the Law of the Sea (UNCLOS)
- Business Carbon Footprint Appraisal criteria of the Thailand Greenhouse Gas Management Organization (Public Organization)
- Green Hotel standards of the Department of Environmental Quality Promotion



Our partnership in sustainable development network

- Global Compact Network Thailand (GCNT)
- The UNESCO Declaration on Sustainable Tourism, in collaboration with the Expedia Group and the Tourism Authority of Thailand (TAT)
- The Picnic Park Project, in collaboration with the Republic of Maldives' Ministry of National Planning, Housing and Infrastructure
- The Thai Hotels Association's "Collaborative Action for Plastic Neutral among Thai Hotel Chains" project

Organizations relevant to our sustainability efforts (the Republic of Maldives)

- Ministry of Environment
- Ministry of Youth and Sport
- Ministry of National Planning and Infrastructure
- Ministry of Art, Culture and Heritage
- Marine Research Center, Ministry of Fisheries, Marine Resources and Agriculture
- Ministry of Higher Education
- Maldives National University
- Iskandhar School
- Live and Learn Environmental Education (Foundation)
- Parley Maldives

Organizations relevant to our sustainability efforts (Thailand)

- Marine and Coastal Resources Research Center, Upper Andaman Sea
- Department of Marine and Coastal Resources
- Department of National Parks, Wildlife and Plant Conservation
- Hat Noppharat Thara-Mu Ko Phi Phi National Park - Phi Phi Islands
- Faculty of Fisheries, Kasetsart University
- Boonrod Brewery Co., Ltd.



SHR Sustainable Development

Sustainable Development Policy

S Hotels and Resorts Public Company Limited ("SHR" or the "Company") has the policy to operate a business in parallel with the consideration of the economic, social, and environmental impacts including all groups of stakeholders throughout the business chain following the sustainable development policy of Singha Estate Public Company Limited, as SHR is its subsidiary and the Sustainable Development Goals 2030 of the United Nations (UN SDG 2030). At the same time, SHR still focuses on the creation of value and enriching journey according to the Company's business operation guidelines to build up value and sustainable growth, and quality society in every area we operate business following the Singha Estate's way.

Economy

Create and develop the economy in areas where all of our hotels operate.

Community and Society

Respect sociocultural differences, enhance stakeholder and community engagement and enrich good quality of life.

Environment

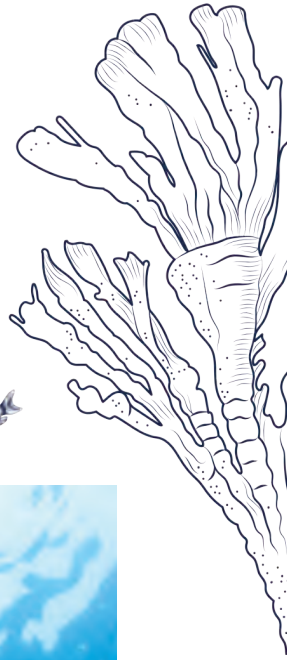
Minimize impacts from all land-based activities for conservation and restoration of marine-life creatures.

Economic and social aspects

SHR determines on creating memorable traveling experiences together with motivating the communities to take part in the creation of such experiences. In such cases, we have done through local procurement and local employment to strengthen local economy of the surrounding community, building up the community engagement and paying respect to local culture and sociocultural differences of each area. Meanwhile, such efforts can also enrich a memorable journey for all tourists.

Environmental aspect

We are aware of the sustainability risks which may occur from the hotels located in the tourist destination close to the areas with high biodiversity. Thus, the endeavor to minimize impacts from land-based activities for conservation and restoration of the underwater creatures is our main environmental target.



Sustainable Development Goals



The Company aims to operate business pursuant to the Sustainable Development Goals 2030 of the United Nations (UN SDG 2030), particularly Goal 14: Life below water: Conserve and sustainably use the oceans, seas, and marine resources, thereby sets the target for zero-marine debris.

For other SDG goals, the Company places importance on the safety and human rights of the employees topics in SDG 8, emphasizes participation and strengthening of the communities topics in SDG 11, and sets targets for the reduction of food waste and food loss during the production process under the sustainable consumption and production of SDG 12.

SDG 13: Climate action: Take urgent action to combat climate change and its impacts, the Company prioritizes the efficiency of energy consumption, the increased usage proportion of environmentally friendly energy and the preservation of the ecosystem which can mitigate or be relevant to climate change including the collaboration with the partners to establish important partnership network under SDG 17: Partnerships for the Goals.

In addition, the Company sets an overall target of business that all of the Company's self-managed hotels shall receive the certificate on sustainability standard or framework at the international level by 2022.

2022 Target

All of the Company's self-managed hotels shall receive the certificate on sustainability standards at the international level.



Goal 14: Life Below Water

Short-term Goal (within 2025)

Reduce single-use plastic to zero in **7 hotels** by 2022, including 3 new acquired hotels¹.

Arrange an activity or project to raise awareness of marine biodiversity **at least 1 project a year**.

Long-term Goal (within 2030)

"Zero-marine debris"

To be the recognized marine learning center.



Goal 8: Decent Works and Economic Growth

Short-term Goal (within 2025)

Maintain the employment ratio in the Republic of Maldives to **more than 60%**.

Increase personnel development course on safety and sustainability **at least 1 course** in all hotels.

Long-term Goal (within 2030)

20% of communities' income shall come from being a part of the hotel's business supply chain to enhance sustainable tourism.

Zero occupational accident and no precarious employment for all.



Goal 11: Sustainable Cities and Communities

Short-term Goal (within 2025)

Complaints from the local community and entity must **be zero**.

Success in **at least 1 collaborative project** with government or local state agency on local waste management in 2022.

Long-term Goal (within 2030)

There will not be any project which does not receive cooperation from the community.

Remark: ¹ In 2021, the Company rearranged 3 of the 6 hotel's contracts which were operated by Outrigger Group under the hotel management agreement (HMA) back to be self-managed hotel.



Goal 12: Sustainable Consumption and Production

Short-term Goal (within 2025)

Reduce food waste by **10%**
by 2022 at CROSSROADS Project, Maldives.

Long-term Goal (within 2030)

Reduce food waste in all hotels by **50%**
according to goals of the United Nations.



Goal 13: Climate Action

Short-term Goal (within 2025)

Increase usage proportion
of environmentally friendly
energy in **all 4 hotels** in
Thailand by 2022.

Reduce greenhouse
gas emissions by
10%.

Long-term Goal (within 2030)

Reduce greenhouse gas emissions by **20%**
according to Paris Agreement.



Goal 17: Partnerships for The Goals

Short-term Goal (within 2025)

Cooperate to drive for the
establishment of **at least 1
partnership network among 3
sectors**, i.e., public sector, private
sector, and civil society.

Share **at least 1 experience
on a success case** to any
national or international
sustainability network
in 2022

Long-term Goal (within 2030)

Be a leader in the establishment of the partnership network
or the cooperation for sustainable development.

Sustainable Development Framework

E Environment

Preserving the balance of marine-life and nature

The Company conducts business in an environmentally responsible manner, adhering to national and international environmental standards. All of the Company's self-managed hotels conserve energy, water and reduce their greenhouse gas emissions by using environmentally friendly energy where possible, as well as offsetting their carbon footprint and doing away with single-use plastic bags. Through the "SeaYouTomorrow" campaign and collaborative action with outside agencies, as well as public education at its Marine Discovery Centre, it also works to protect and restore marine resources and nature.



- Marine and land biodiversity
- Waste, plastic and marine debris management
- Climate action and energy management
- Water and wastewater management



S Social

Enriching local economy

The Company enriches value to all areas in which the hotel business operates, both within the Company and in the surrounding community, by fostering a decent work, good working conditions and environment and promoting local employment. The Company makes an effort to help employees reach their full potential and keep them constantly engaged in their work while also making sure they have a good quality of life that encourages them to contribute to the growth of the surrounding community. On top of this, the Company contributes to the well-being and local economy of the community by purchasing locally produced products and services, supporting local fishermen, and promoting local job creation.



- Local employment and procurement
- Human capital development
- Community engagement and local heritage
- Human rights (respecting locals & non-discrimination)
- Employee well-being
- Occupational health and safety



G Governance

Adhering to global sustainability standards

The Company's objective is to build a strong business and establish itself as a market leader in hotel investment and resort management by setting new standards for quality leisure and living alongside the establishment of sound corporate governance throughout the value chain, and promoting collaboration among public, private, and civil society sector partners and stakeholders to create a valuable travel experience and sustainable tourism.



- Good governance
- Human rights (respecting locals & non-discrimination)
- Anti-corruption
- Management of the supply chain in business
- Customer satisfaction and relationship management
- Customer privacy



Engagement from Senior Executives and Directors on Sustainable Development

As a subsidiary of Singha Estate, SHR inherited Singha Estate's sustainable development philosophy and policy through the Board of Directors, in accordance with the principles of good corporate governance, with the chief executive officer and other senior executives from across all departments driving continuous, sustainable business operations, according to the Company's sustainable development goals. The Company's board of directors and senior management have given these matters their full attention and have been actively involved in every step of the process.

Joint sustainability working team with Singha Estate

In 2021, the Chief Executive Officer (Mr. Dirk Andre L. de Cuyper) and Senior Vice President (Resort Operations) (Mr. Stefano Alberto Ruzza) of the Technical Services & Sustainability Department along with the Corporate Branding & Sustainable Development Department of Singha Estate formed a sustainability working group to drive operations, develop work plans, and follow up on various sustainability results to ensure the sustainable development goals of SHR and Singha Estate at all locations were achieved. By collaborating with each General Manager of the Company's self-managed hotels, the working group was able to promote employee education and training on environmental and sustainability issues, with the goal of incorporating them into the executive level's key performance indicator (KPI).

All of the successful sustainability operations in 2021 have been propelled by the senior management. SHR and Singha Estate have provided a biweekly report on their collaborative efforts to their respective chief executive officers.

Sustainability risks monitoring by the Board of Directors

Sustainability issues that the Company considers opportunities, challenges, or risks have been tracked and reported to the Risk Management Committee, a subcommittee appointed by the Board of Directors to oversee, monitor, and supervise the Company's risk management, including sustainability risks, as well as to review the risk assessment quarterly.

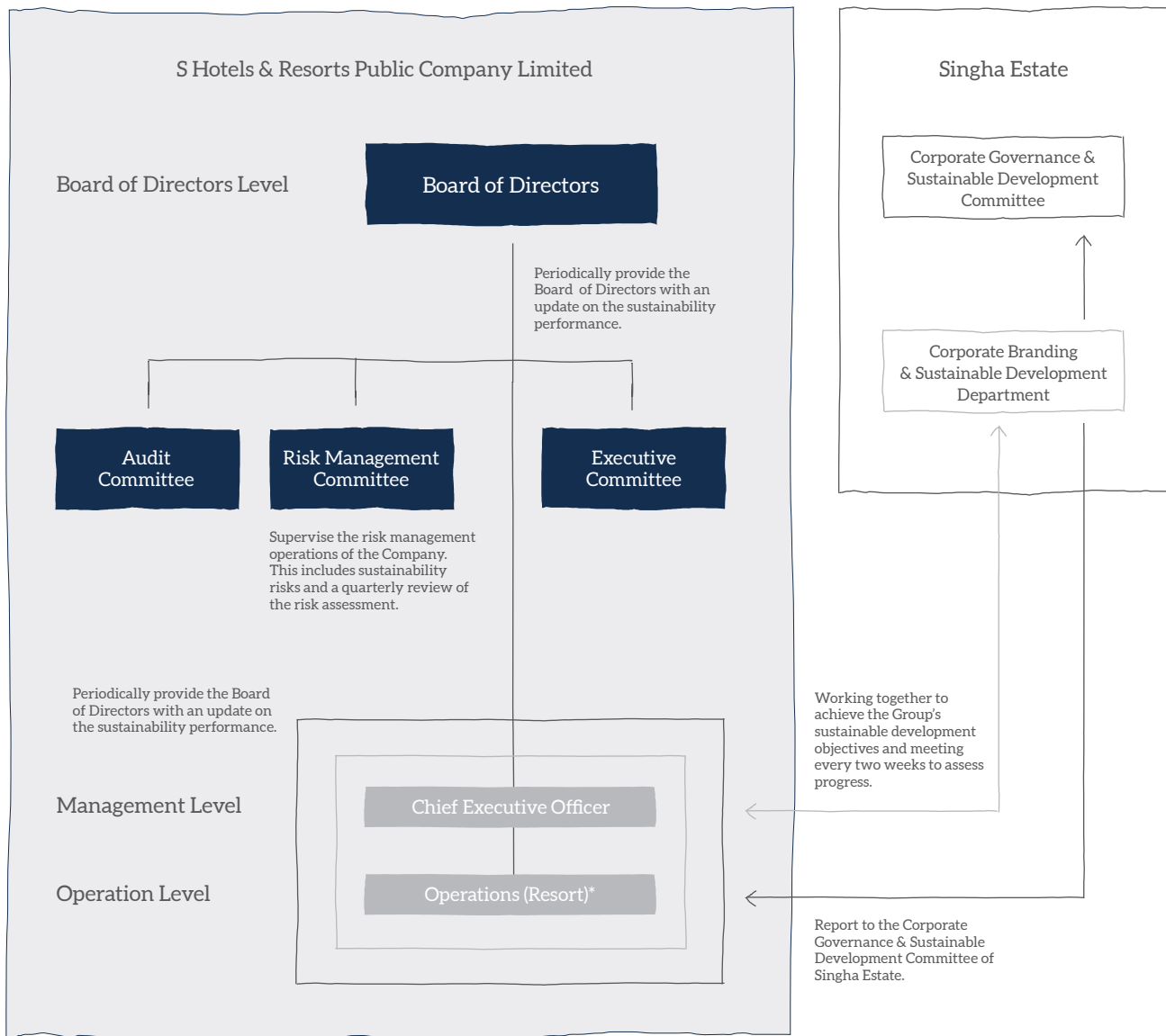


Mr. Stefano Alberto Ruzza, Senior Vice President (Resort Operations), participated in the "SeaYouTomorrow Camp: Fighting Climate Crisis," the first-ever camp where leaders and youth came together to unite forces against global warming, which was held at SAii Phi Phi Island Village from December 14 to 16, 2021.





Organization chart for sustainable business operations



Remark: * Work with each hotel general manager (GM) to ensure that the Company's sustainability goals are met.

About this Report



Reporting guidelines

S Hotels & Resorts Public Company Limited, or “SHR,” has released its first-ever sustainability report, titled “Sustainable Development Report 2021,” with the goal of gathering, monitoring, and disclosing information about its operations, including both positive and negative effects in economic, environmental, social, and governance dimensions as a direct result of SHR’s ongoing business practices. SHR, as a Singha Estate subsidiary, runs its operations in accordance with Singha Estate’s sustainable development philosophy. SHR conducted this report with the overarching goal of “Enriching Tomorrow – to create the best value for tomorrow,” with the specific goals of generating value for all of SHR’s stakeholders and ensuring a prosperous, environmentally and socially responsible future for the economy, environment, and society.

This report covers the operations of S Hotels & Resorts Public Company Limited from January 1 to December 31, 2021, including the operations of the Company’s head office and self-managed hotels that SHR has been managing for more than a year¹, as well as other operations in which the Company has a significant management role or exerts a significant influence. The core form of GRI Sustainability Reporting Standards (GRI Standards) were used to structure the content of this report, which includes disclosure of general corporate information, management approaches, and performance disclosures based on the indicators of such standards.

In addition, the relationship between the Company’s operating approaches and the UN Sustainable Development Goals (SDGs) and the UN Global Compact (UNGC) is discussed on pages 24-29 and 121, respectively.

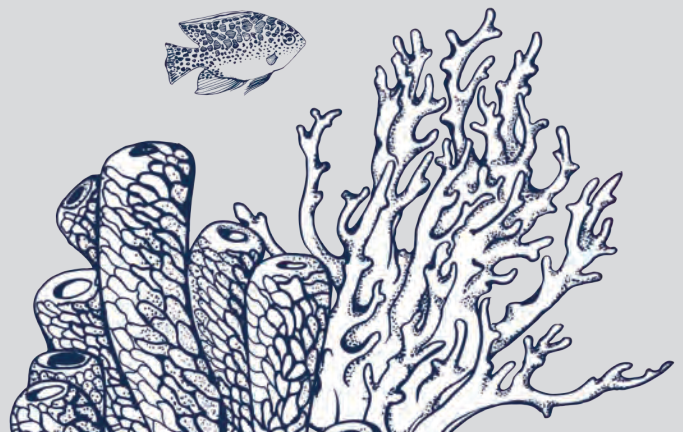
Reporting content and boundary

Despite producing a sustainable development report for the first time in 2021, the Company has conducted Material Sustainability Topic Assessment since its 2019 listing on the Stock Exchange of Thailand through the senior management briefing (SMB) meeting held annually by Singha Estate. During these meetings, significant sustainability concerns of all Singha Estate businesses, including SHR as a hotel operator, were carefully considered.

Throughout these years, the Company has prioritized sustainability issues and broadened its focus to encompass a range of concerns and developed into a “SHR Materiality Matrix” according to GRI Standards for use in defining a framework, direction, and strategy for its sustainable business operations. It also serves as a guide for the preparation of the Sustainable Development Report for 2021.

Throughout the process of identifying significant issues, the Company has considered the sustainability context, stakeholder inclusiveness, and content completeness in accordance with GRI Standards. The following describes the process of defining the content and reporting framework:

Remark: ¹ Consists of Santiburi Koh Samui, SAii Phi Phi Island Village and CROSSROADS Maldives



1

Sustainability issues

The Company has taken into account the sustainability context that exists throughout the business value chain, as well as business strategies and changing social and environmental circumstances, especially in the case of the COVID-19 pandemic, such as:

- GRI Standards
- Service group-specific questions according to the Sustainability Assessment Form of listed companies 2021, the Stock Exchange of Thailand
- Sustainable Development Goals (SDGs)
- Singha Estate's Sustainability Philosophy and Policy
- International Standard Green Globe Certificate
- Covid-19 pandemic and public health measures

3

Prioritize the most vital factors

The Company uses the GRI Standards' questionnaires to assess the factors that influence stakeholders' assessments and decisions, as well as the significant impact that the Company's operations have on the economy, the environment, and society, in order to prioritize issues that are material to its business. This serves as a framework for implementing the Company's sustainable development report, with the Sustainable Development Department of Singha Estate responsible for providing direction.

2

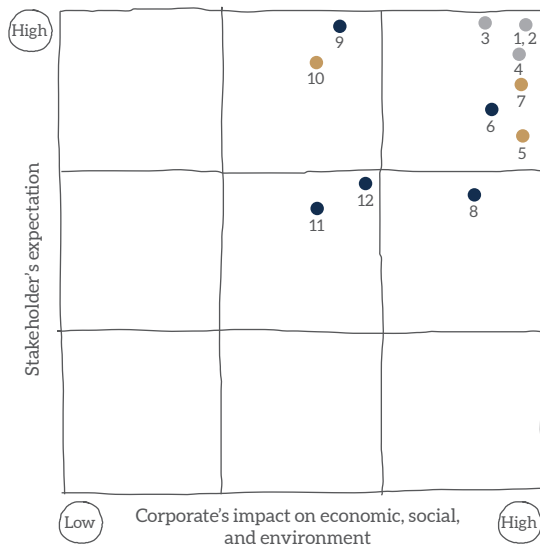
Issues from stakeholders

The Company has incorporated stakeholder feedback received via communication channels, executive opinion exchanges, sustainability questionnaires, and assessments from regulators, investors, business partners, and relevant stakeholders, including Singha Estate's operating guidelines, into the development of its operations and taken the Company's significant sustainability concerns into account.

4

Ensure that all issues are exhaustively examined

The Company has analyzed a number of issues from various perspectives and presented them to the Chief Executive Officer of the Company and Singha Estate's Corporate Governance and Sustainable Development Committee for their input and approval. These stakeholders are the top management and directors accountable for the Singha Estate Group's sustainability initiatives. This is to ensure that key sustainability issues are addressed by sustainability opportunities and risks that may arise as a result of the Company's operations and on which stakeholders may focus.

SHR's materiality matrix

- Environment
- Social
- Economic

1. Marine & land biodiversity
2. Waste, plastic and marine debris management
3. Climate action and energy management
4. Water & wastewater management
5. Local employment and procurement
6. Human capital development
7. Customer satisfaction and relation management
8. Community engagement and local heritage
9. Human rights (respecting locals & non-discrimination)
10. Customer privacy
11. Employee well-being
12. Occupational health and safety

| Sustainability Issues | | | Reporting Scope | | | | |
|---|--|------------------------|---------------------|---------------------|-----------------------------|---------------------|--|
| SHR | GRI Standards | SDG 2030 | Within Organization | | | | Outside Organization |
| | | | Head Office | Santiburi Koh Samui | SAii Phi Phi Island Village | CROSSROADS Maldives | |
| Marine and land biodiversity | • Biodiversity | SDG 12, SDG 14 | • | • | • | • | Community, Society and Environment |
| Waste, plastic and marine debris management | • Waste | SDG 12, SDG 14 | • | • | • | • | Community, Society and Environment |
| Energy efficiency and climate action | • Energy • Emission | SDG 12, SDG 13, SDG 14 | • | • | • | • | Customers, Investors, Environment |
| Water and wastewater management | • Water & Effluence | SDG 12, SDG 14 | • | • | • | • | Community, Society and Environment |
| Local employment and procurement | • Procurement • Local Community • Market Present | SDG 8, SDG 11 | | • | • | • | Community, Society and Environment |
| Human capital development | • Training & Education | SDG 8 | • | • | • | • | Employees, Employees' Families and Society |
| Customer satisfaction and relation management | • Stakeholder Engagement | - | • | • | • | • | Customers |
| Community engagement and local heritage | • Local Community | SDG 8, SDG 11 | • | • | • | • | Community |
| Human rights (respecting locals & non-discrimination) | • Child Labor • Forced and Compulsory Labor • Non-discrimination • Rights of Indigenous Peoples • Human Right Assessment | All | • | • | • | • | All Stakeholders |
| Customer privacy | • Customer Privacy | - | • | • | • | • | Customers |
| Employee well-being | • Employment • Diversity & Equal Opportunity | SDG 8 | • | • | • | • | Employees, Employees' Families and Society |
| Occupational health and safety | • Occupational Health & Safety | SDG 8 | • | • | • | • | Customers, Employees and Community |

Report Certification

The Company's long-term goal is to effectively manage greenhouse gas emissions in response to climate change. In addition to the development of its business, the Company aims for economic and social development in all areas where it operates. Consequently, SHR has always placed a premium on local employment and procurement. Since the majority of the Company's hotels are located along the sea and coast, the conservation and sustainable use of oceans and marine resources, which is the objective of SDG 14, is the Company's constant focus. All of these problems are significant concerns for the future.

This report has been certified by external assurer in accordance with GRI Standards on Emissions, Water and Effluents and Market Present, as described on pages 62-67, 72-75, 80-81 and 111. The assurance statement is located on page 116-117 on this report.



Contact information for the sustainable development report

S Hotels & Resorts Public Company Limited
 123 Sun Towers Building B, 10th Floor, Vibhavadi Rangsit Road,
 Chom Phon Sub-district, Chatuchak District, Bangkok 10900
 Tel. +66 (0) 2058 9888 ext. 312

The report is available for download at
<https://investor.shotelsresorts.com/en/downloads/sd-reports>
 Menu: "Investor Relations" Sub-menu "Publication"
 Title "Sustainable Development Report" Or, scan here
 to download the report.



Engagement and Treatment of Stakeholders

Shareholders, Investors and Analysts

Treatment of stakeholders

- Maintain an even playing field for all shareholders and investors.
- Execute responsibilities with integrity and conduct all business transparently and equitably.
- Sustain a focus on the shareholders' best interests.
- Avoid taking any action that could result in a conflict of interest.
- Refrain from taking advantage of insider information for its own personal gain or the benefit of others.
- Be wary of disclosing confidential information to unauthorized parties.
- Recognize and uphold the rights of all shareholders, including investors and analysts, to timely and accurate information about the Company's performance.

Expectations and/or concerns

- Operating results and investment returns are satisfactory.
- Receipt of information that is complete, accurate, transparent, and verifiable.
- The principles of sound corporate governance are adhered to.
- Information about operating results is made available through appropriate channels.

Frequencies and channels of communication

- 10 virtual conferences and/or one-on-one meetings with management.
- 50 sessions with investors in one-on-one, group, conference call, and live broadcast formats.
- 4 analyst meetings
- 4 investor meetings during SET's Opportunity Day.
- Taking part in one SET Digital Roadshow.
- Joining one SET Thailand Focus.
- 12 press releases/news scoops
- Meetings with the press at 2 separate press conferences

Contact investor relations

Address: S Hotels and Resorts Public Company Limited
123 Suntowers Building B, 10th Floor,
Vibhavadi Rangsit Road, Chomphon Sub-district,
Chatuchak District, Bangkok 10900

Phone: +66 (0) 2058 9888 ext. 340

Email: IR@shotelsresorts.com

Website: www.shotelsresorts.com

Customers

Treatment of stakeholders

- Develop long-term relationships and cooperative efforts with customers based on integrity, mutual trust, and respect.
- Maximize customer satisfaction by ensuring that all responsibilities are met, and the customer's problems and needs are prioritized and given appropriate attention.
- Remain committed to providing superior service and continuous innovation to provide customers with new and improved services.
- Conduct business with customers in an ethical manner, strictly adhering to the terms of any agreements or contracts made with them.
- Maintain client confidentiality and refrain from using it for its own or others' benefit unless the customer has consented.

Expectations and/or concerns

- Service is provided with professionalism and excellence.
- The hotels and resorts are immaculately clean and well-protected.
- Accurate and comprehensive information is disseminated.
- Customer privacy violations are prevented.
- Personal information about customers is kept strictly confidential.

Frequencies and channels of communication

Customer satisfaction surveys for the Company's hotels serving customers in Thailand and the Republic of the Maldives are regularly conducted to provide customers with the opportunity to voice their opinions. Summary results are available on a monthly and yearly basis through the channels listed below:

- TrustYou
- Google
- TripAdvisor
- ReviewPro

Contact channels

Phone: +66 (0) 2058 9888

Website: <https://www.shotelsresorts.com/contact-us/>

Email: contactus@shotelsresorts.com

Facebook/YouTube/Twitter/Instagram: S Hotels & Resorts



Employees

Treatment of stakeholders

- Strictly comply with all applicable labor laws, social welfare regulations, and human rights principles.
- Treat all employees equally and fairly, abstain from discriminating based on personality differences, as well as based on race, color, origin, religion, gender, age, or disability that is unrelated to their work performance.
- Continue to promote a positive attitude, a sense of duty and responsibility, pride and belief in the organization among all employees.
- Concentrate on teamwork and cultivate the "PRIDE" organization's core values into corporate culture.
- Make it a priority for employees to take relevant training courses that will help them in their jobs.
- Maintain the good health and safety of employees by requiring them to undergo annual physicals, and foster a healthy and safe work environment.
- Ensure that employees are compensated and rewarded fairly and appropriately by evaluating employee compensation in relation to individual performance and the Company's short- and long-term operating results, which are comparable to those in the same industry.
- Promote and develop human capital to ensure continuous knowledge, while also taking into account employees' rights and providing multiple channels for employees to complain about unfair treatment.
- Assure a safe, sanitary, and appropriate work environment conducive to productivity.

Expectations and/or concerns

- Appropriate employee compensation is provided.
- Employee welfare, occupational safety and health, and a healthy work environment are all prioritized.
- Opportunities for career advancement and development are given.
- Career advancement and job security are guaranteed.
- Employees are compensated fairly.
- Work-life balance is emphasized.

Frequencies and channels of communication Meeting

- Staff from the corporate headquarters participate in one S Town Hall meeting via WebEx conference.
- Staff from the corporate headquarters attend one Management Information Meeting (MIM) on the topic "Resilient & Agile Organization."
- On average, hotel operations staff attends internal meetings once a quarter.
- Each department utilizes LINE / WhatsApp as a means of communication for general information and activities.

Engagement-building activities for employees

- Corporate headquarters and hotel operations staff collaborate on a variety of activities via online forms and field activities organized in accordance with COVID-19 requirements.
- Employees from the head office participated in S Shows PRIDE Ep. 2 and Ep. 3 activities, during which certificates and souvenirs were presented to employees who earned the most hearts from their coworkers for their PRIDE behavior, to encourage and appreciate the work of the team.
- Hotel operations staff took part in Employee of the Month / Quarter activities to be informed and recognized for their exceptional performance, which has been lauded by our guests.
- Head office staff participated in S Runner Club activities to accumulate running distance, as well as S Yoga Club activities via the VDO format.
- Employees from the corporate office and hotel operations took part in activities commemorating festivals and significant days.
- Employees from the corporate headquarters took part in the "S" 7th anniversary & E-Celebration activities.

Internal communication channels

- Set up a suggestion box or direct communication with the human resources department that handles the issue.
- LINE and WhatsApp
- Internal email, internal intranet (S@Net) and other media



Business Partners

Treatment of stakeholders

- Treat partners with integrity and equality to ensure that the Company's business operations are appropriate, equitable, and mutually beneficial.
- Promote sustainable development and establish a long-term relationship with the Company.
- Consider doing business with partners who meet the minimum standard requirements for business partners such as product/service pricing and quality, environmental control and protection, technical expertise, legal compliance, credibility, and a commitment to doing what is right.

Expectations and/or concerns

- Fair and equal treatment of business partners.
- Receipt of accurate, concise, sufficient, and equal information.
- Business partner selection criteria.
- Maintaining partner confidentiality.
- Occupational health and safety in worker camps, as well as contractor quality of life.
- Establishing working rules and regulations.
- Initiating and fostering cross-fertilization of knowledge between the Company and business partners.

Frequencies and channels of communication

- Communicating via purchasing and administration departments or directly with the departments responsible for each business and project.
- Organizing weekly meetings with contractors and conducting site inspections for construction projects.



Creditors

Treatment of stakeholders

- Develop relationships and treat creditors with integrity, mutual respect, and trust.
- Make itself fully accountable, pay close attention and adhere to the conditions under which agreements with creditors are made, to the greatest extent possible.
- Loans are managed in accordance with the Company's objectives and are not used in ways that could be detrimental to the business.
- Strive to maximize financial efficiency and management so that creditors have confidence in the Company's financial position and ability to repay debts. If the Company is unable to meet its obligations under the loan agreements, creditors will be notified immediately to work together to find a solution. In 2021, the Company did not default on any of its financing agreements with commercial creditors or financial institution creditors at any point.

Expectations and/or concerns

- Making timely loan repayments.
- Adhering to the terms of any agreements or contracts reached between the parties.
- Utilizing funds in accordance with the Company's business objectives and notify the creditor if the business is unable to meet contractual obligations to work out a solution together.

Frequencies and channels of communication

Communicating and meeting with creditors regularly.



Community, Society and Environment

Treatment of stakeholders

- Conduct business to foster shared values between the private sector and the broader community.
- Protect the environment by promoting resource efficiency that maximizes public benefit to contribute to energy consumption reductions.
- Monitor and prevent the Company's activities from causing harm to society, the community, or the environment.
- Adhere to the social responsibility policy regarding the environment. Assemble in defense of our planet's natural resources.
- Promote and support environmental and resource conservation projects.
- Remain committed to conducting business responsibly, in a manner that benefits society and community, and in a friendly manner toward neighboring communities, to supporting community development to ensure its well-being, and to upholding a fair and equitable standard of accountability for its business operations, and to promoting sustainable development.

Expectations and/or concerns

- Impact on communities (waste, wastewater).
- Employment and procurement on the local level.
- Preservation of indigenous culture.
- Quality of life and changes in lifestyle.
- Waste and plastic management in the Republic of Maldives.
- Conservation of corals.
- Investing in the community and acting as a liaison between the government and the community to ensure the successful implementation of sustainable projects.
- Educating and exchanging knowledge within the community.
- Organizing recreational activities and sporting events in the community to enhance the community's overall quality of life.

Frequencies and channels of communication

- Collaborating with the community and conducting regular surveys of the surrounding area.
- Sustainability Development Report and Annual Report (Form 56-1 One Report) of S Hotels and Resorts Public Company Limited.
- Websites
 - <https://www.shotelsresorts.com/sustainability/>
 - <https://www.seayoutomorrow.org/th>

Related Government Agencies

Treatment of stakeholders

- Ascertain that the Company complies with all applicable and defined laws and regulations
- Sustain various government agencies' activities on a variety of appropriate occasions.
- Remain committed to providing excellent service and selling high-quality products that adhere to all applicable standards and laws.
- Observe the Code of Conduct and Anti-Corruption Policy and maintain political neutrality when dealing with the government and its agencies.

Expectations and/or concerns

- Adherence to pertinent and defined laws and regulations.
- Cooperating with and adhering to the recommendations of various government agencies.
- Being a private sector organization that assists government agencies in achieving sustainable development at both the policy and operational levels.

Frequencies and channels of communication

Communicating through the channels designated by government agencies in each country and region.



Environment



CROSSROADS Maldives
-Building Big, Protecting the Small-



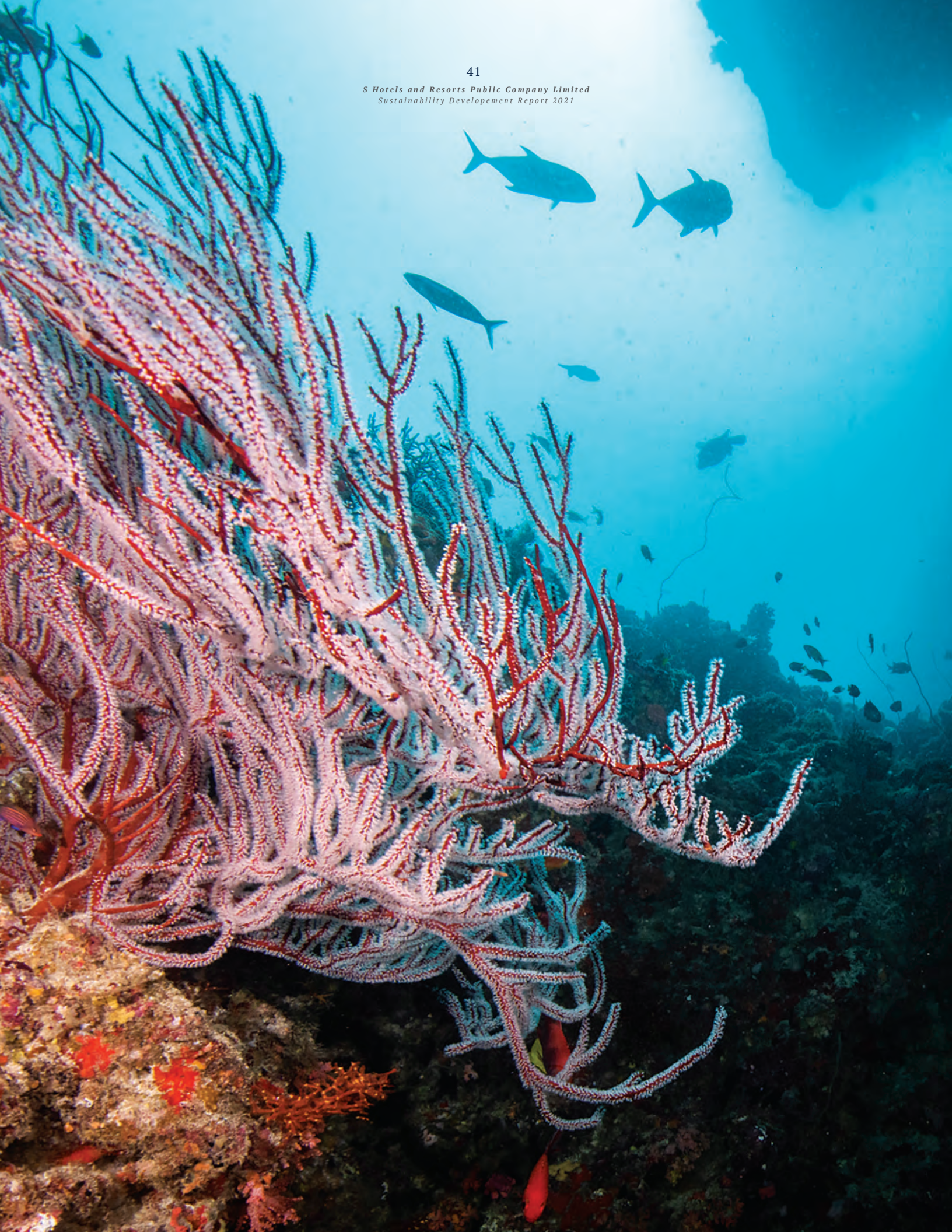
Marine Biodiversity

Management of Waste, Plastic Waste, and Marine Debris

Energy Efficiency and Climate Change

Water and Wastewater Management





Marine Biodiversity



The abundance of the sea makes it one of the most valuable natural resources available to the hotel industry and all life on the planet, and there is no doubt that tourists will continue to go to the sea for its breathtaking beauty. SHR has worked tirelessly to keep the luster of the ocean intact and pristine throughout its business history. For the duration of SHR's operations, the surrounding environment has been preserved to a high degree of satisfaction. And the Company has never stopped improving tourists' travel experiences while also adding value to society and the environment in every sector it serves.

Target

If SHR's operations are located near a marine biodiversity hotspot, they must be subjected to an exhaustive abundance assessment. As part of its commitment to preserving ocean abundance, the Company will use appropriate and widely accepted assessment criteria and relevant key measurements in each region.

Business opportunities and risks

Opportunities

- Visitors from all over the world will flock to SHR hotels because they are nestled in a stunning natural setting and serve as a good example of how marine biodiversity can be managed sustainably and productively.
- By implementing sustainable operations through a Marine Discovery Centre (MDC), SHR hotels serve as a model hotel and knowledge center for marine resource conservation and ecosystem restoration.

Risks

- As a result of climate change-induced global warming, coral bleaching can occur in the oceans where SHR hotels operate, increasing sea surface temperatures.
- Marine debris that floats to the surface of the sea contributes to marine pollution and harms marine biodiversity.

Management approaches

• National and international standards

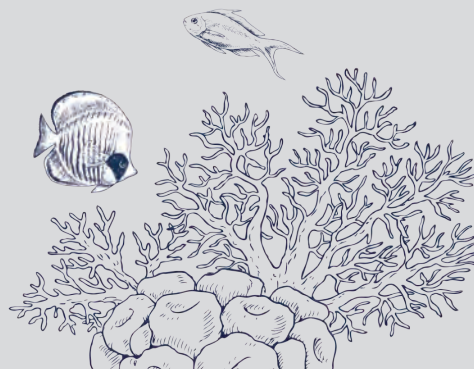
Follow applicable national and international environmental standards for each operating area, such as the Green Leaf Foundation's standard, Thailand's Green Hotel standard, the Environmental Protection Agency's (EPA) checklists, and those of Maldives-based consulting firms as well as the international Green Globe Certificate standards for hotel and project management.

• Increase stakeholder engagement, follow up and evaluate the impact of operations at each stage

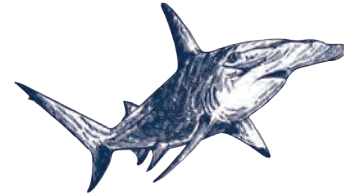
Identify potential hazards and their effects on the environment, implement mitigation strategies, and monitor the project's progress throughout the entire construction and operation phases, as well as manage marine and coastal waste continuously. Furthermore, the Company has worked with partners in a variety of fields, including marine scientists who will collaborate with relevant stakeholders such as external academics, villagers, activists, NGOs, government and private sectors, as well as the local authorities of each country.

• "Marine Discovery Centre" as a learning space

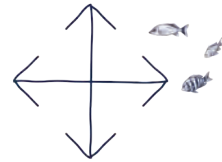
SHR also established a Marine Discovery Centre to educate the general public. It serves as a hub for education, organizing events and providing funding for initiatives aimed at increasing public awareness of marine biodiversity and sustainability, including the establishment of a coral nursery and propagation facilities for coral reefs. While doing so, it designates protected areas, keeps track of any changes to the natural environment and collects information on nature's abundance and living things, for example, a coral database could be established, the number of fish species could be recorded (Fish Visual Census), the growth of coral reefs and the quality of seawater could be monitored, and so on.



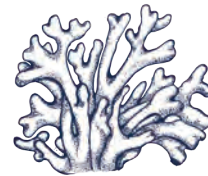
Performance



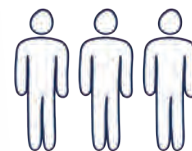
147 species are IUCN Red List species found at the CROSSROADS Maldives. Among that number, **13 species** arise during year 2019-2021.



In comparison to 2016 (base year), the Company has increased the area of coral reefs at the CROSSROADS Project in the Republic of Maldives that have been designated as conservation areas by **4,419 square meters or 922.55%.**



In 2021, the Republic of Maldives and Thailand each added **950 branches** to their coral planting efforts.

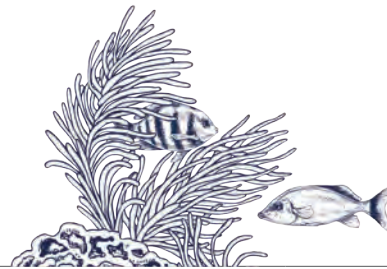


In 2021, **4,281 people** visited both Marine Discovery Centres (MDCs).

Hotels managed in or adjacent to protected and/or high biodiversity value

SHR owns and operates hotels all over the world. There are two major hotels managed by SHR that are located near area of high biodiversity value: SAii Phi Phi Island Village in Krabi Province, which is located near Hat Noppharat Thara–Mu Ko Phi Phi National Park, and the CROSSROADS Project in the Republic of the Maldives, which is an small island nation in the middle of the Indian Ocean, which is regarded as a coral-rich area with a diverse array of marine life of various kinds. Each hotel takes a unique approach to minimize its impact on the oceans, protecting and restoring marine natural resources, depending on the specific geographical features of the area.

Hotels managed and operated by the Company



| | In Thailand | | | | In foreign countries |
|------------------------------------|---|--|--|--|---|
| | SAii Phi Phi Island Village | Santiburi Koh Samui | SAii Koh Samui Choengmon | SAii Laguna Phuket | CROSSROADS Maldives |
| Near marine biodiversity hotspots | ✓ | ✗ | ✗ | ✗ | ✓ |
| Locations | Krabi Province | Surat Thani Province | Surat Thani Province | Phuket Province | South Malé Atoll, Republic of Maldives |
| Conservation areas | Hat Noppharat Thara–Mu Ko Phi Phi National Park (e.g. Lobakao Bay, Yung Island, Maya Bay) | - | - | - | Designated as a conservation area by the Company. |
| Partners | Department of National Parks, Wildlife and Plant Conservation, Department of Marine and Coastal Resources, Faculty of Fisheries, Kasetsart University, etc. | Local authorities, villagers, fishermen, local community | Local authorities, villagers, fishermen, local community | Local authorities, villagers, fishermen, local community | Government agencies, private sectors and NGOs in the Republic of Maldives |
| Hotel area size | 268,168 sq.m. | 92,372 sq.m. | 19,200 sq.m. | 84,080 sq.m. | The length is about 8 kilometers. |
| Conservation area size | - | - | - | - | 64,000 sq.m. |
| Restoration area size | - | - | - | - | 4,419 sq.m. |
| Characteristics of protected areas | Maritime | - | - | - | Maritime |
| Marine Discovery Centre (MDC) | Yes | - | - | - | Yes |
| Simulated diving spots | No | - | - | - | Yes |

Remark: * Coral area that expanded from 479 square meters in 2016 (base year)

SAii Phi Phi Island Village

It was previously known as Phi Phi Island Beach Village Resort and is located near Hat Noppharat Thara-Mu Ko Phi Phi National Park, which is home to the Maya Bay, a world-famous tourist attraction, and surrounded by dive sites critical to tourism and marine ecosystems, such as Pi Leh Lagoon, Ko Yung, and Ao Nui. For this reason, the Company places a premium on the conservation of marine natural resources in this region and operates its hotel business with prudence and minimal environmental impact. Additionally, SAii Phi Phi Island Village Hotel is the Company's first Marine Discovery Centre (MDC), as well as the first private sector-created MDC to operate as a marine education facility dedicated to spreading marine biodiversity knowledge among various stakeholders.



CROSSROADS Project, the Republic of Maldives

The Republic of Maldives is well-known as an archipelago nation with abundant marine life. As a business operating in this country where the Company manages two hotels, Hard Rock Hotel Maldives and SAii Lagoon Hotel Maldives, Curio Collection by Hilton, the Company places a high premium on each of its hotels during the pre-construction, construction, and operational phases. Not only is the Company committed to preserving natural beauty, but it is also committed to restoring the areas that require special attention so that they are more fertile than ever. While the area in which the Company operates is not officially designated as a conservation area by local government agencies, the Company has designated over 64,000 square meters of its land as such. There will be no adverse effects on the ecosystem as a result of building construction and tourism-related activities in this area. The hotel also houses the Company's second Marine Discovery Centre (MDC).



Development of projects in harmony with the sea

During the initial stages of the CROSSROADS development in the Republic of Maldives, Singha Estate, together with SHR and a team of surveyors, including marine scientists, observed a “hawksbill sea turtle” in close proximity to the construction site. The turtle’s guidance later led to the discovery of an enormous coral reef just off the project’s coast. This prompted the management to make a last-minute change to the project layout before construction began in order not to disturb the habitats of marine life and ecosystems that they call “home”.

SHR’s business philosophy, “**Building big, protecting small,**” was passed down from Singha Estate and is still applied to all aspects of the hotel business. For SHR, no matter how insignificant a life may appear, each one contributes to the creation of incalculable environmental value.



Scan the QR code to learn more about
“One Turtle Changed the Entire Plan
of CROSSROADS Maldives”

Collaboration amongst the various stakeholders in the business chain

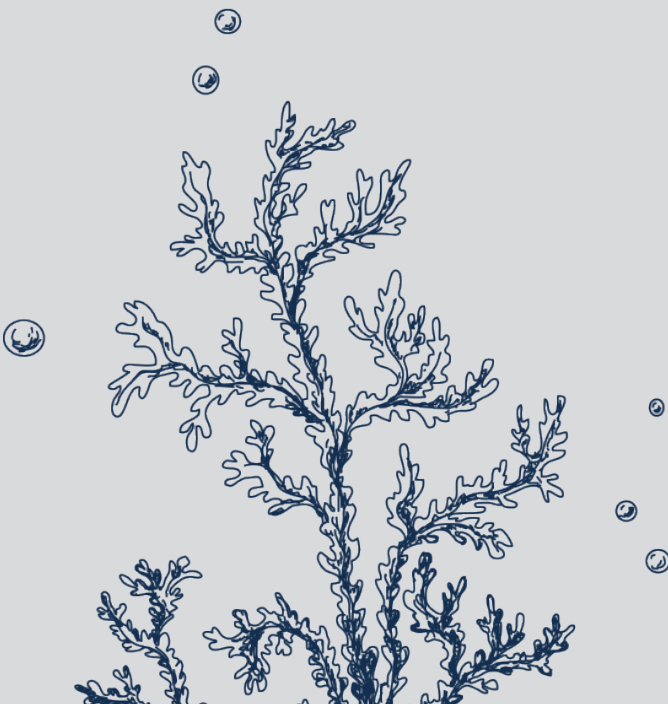
• Local government agencies and community

Throughout its hotel operations, the Company has collaborated closely and frequently with local authorities, academics, villagers, and other stakeholders to be a driving force in protecting and preserving nature’s abundance. For hotels in Thailand, the Company has collaborated with local agencies such as the Department of Marine and Coastal Resources. This ensures that the Company’s projects are implemented in a culturally sensitive manner. Additionally, engaging the local community or fishermen will ensure the projects’ long-term effectiveness. This is because conserving nature sustainably requires the support and awareness of local residents.

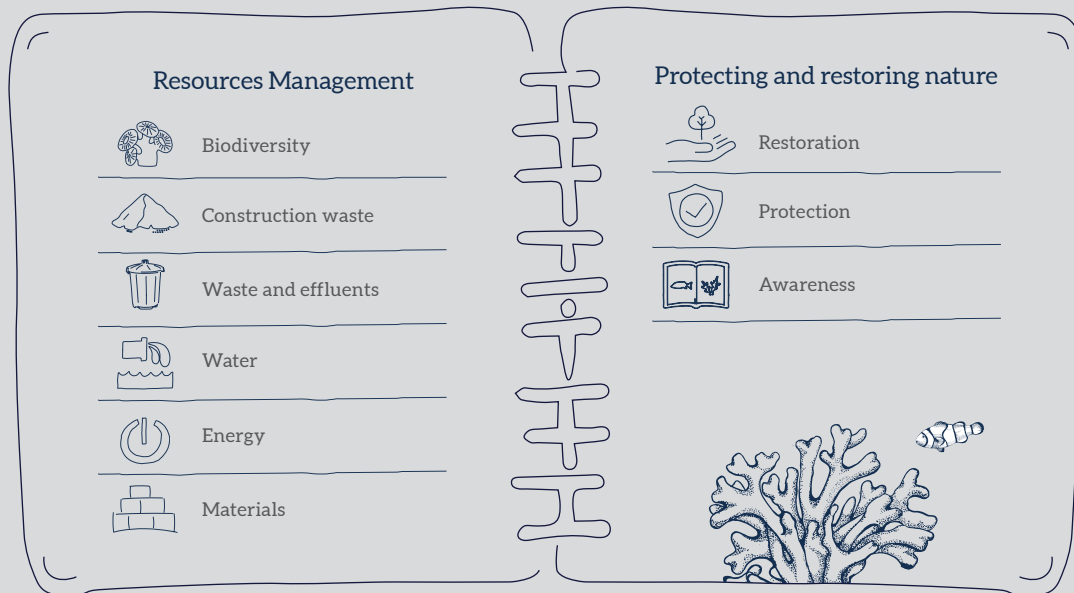
• Contractors

In addition to working with government agencies, consultants, and academics on the CROSSROADS project in the Republic of Maldives, SHR, along with Singha Estate’s marine scientists, worked closely with contractors throughout the project. The Company held regular meetings to collaborate with the contractors and mandated that excavator operations be reported daily to prevent and assess potential risks to marine environments.

In 2021, the Company developed the “**Environment and Biodiversity Management Handbook – CROSSROADS Maldives**” as a guideline for protecting the environment and biodiversity during construction, such as reducing construction material packaging to avoid waste being sifted and becoming marine trash, sorting waste and recycling it in an eco-friendly manner, ensuring that treated water is disposed of in a manner that does not harm corals, coastal cleaning, etc. The manual was incorporated into the construction agreement, and contractors were required to adhere to it strictly throughout the construction process. Additionally, it was audited regularly by the Company and Singha Estate.



Environment and Biodiversity Management Handbook CROSSROADS Maldives



• Executives & employees

For the hotels already in operation at CROSSROADS, in the Republic of Maldives, the Company has partnered with Singha Estate's marine scientists and each hotel's general manager to manage sustainability through the establishment of a Sustainable Development Committee for the CROSSROADS Project Republic of Maldives, comprised of executives and staff from all hotels in various segments. The Committee's mission is to co-direct and initiate operations and projects relating to the environment, society, and sustainability, with bi-monthly meetings held to closely monitor all hotels' sustainability practices.

• Organization, sustainability and public benefit partnership

The CROSSROADS project aims to effectively manage garbage and waste on the island to make it a zero-waste island, ensuring that the arrival of visitors from all over the world has the least possible impact on the local ecosystem. The Company has implemented a systematic waste management system and has been working with external agencies such as PARLEY to develop the most efficient waste management network in the South Malé Atoll area. SHR is confident that with proper waste management in place, the risk of waste flowing into the oceans will be reduced, as will the waste's negative impact on the marine ecosystem.

Collaboration across the value chain

✓ **Every two weeks**, an inspection for assessment and a collaborative meeting is held

✓ **Daily report** on excavator operations

✓ Beach cleanup weekly

✓ Monitor nature abundance **every month**

✓ **Every two months**, the Sustainability Development Committee meets

Standardized hospitality operations

The Company believes that environmental impacts, such as those resulting from material use, water, garbage and waste management, and so on, will eventually affect biodiversity. As a result, SHR has set a target for all hotels to meet at least one environmental or sustainability standard to ensure that the hotels managed by SHR pay close attention to biodiversity impacts and adhere to strict and acceptable standards.

SHR has operated hotels in Thailand in accordance with the Green Hotel standards established by the Department of Environmental Quality Promotion. It has adopted guidelines for the Green Globe Certification Standards for the CROSSROADS project in the Republic of Maldives, which cover sustainable management, social and economic development, the environment, and cultural heritage. The Company is currently undergoing an improvement process and hopes to achieve certification under such standards by 2022.

Marine survey

Marine scientists at the CROSSROADS Project in the Republic of Maldives monitor the health of nature monthly, as well as the growth of coral reefs and the number of fish species in the ocean, to closely monitor the natural changes that may have occurred during construction and after the two hotels opened. This includes assessing possible environmental consequences and risks.

The Company's experience developing the CROSSROADS project in the Maldives during the early stages taught it how to protect the Maldives' sea waters and marine life to a greater extent. Permanent coral survey locations have been established prior to and the following construction so that the coral reefs' changes and impacts can be closely monitored. The Green Lane has also been established so that construction machines can operate within the boundaries of this area to minimize the construction's environmental impact. However, for hotel SAii Phi Phi Island Village, which is located within the national park, surveys should be conducted under the supervision of Hat Nopparat Thara-Mu Ko Phi Phi National Park officials.

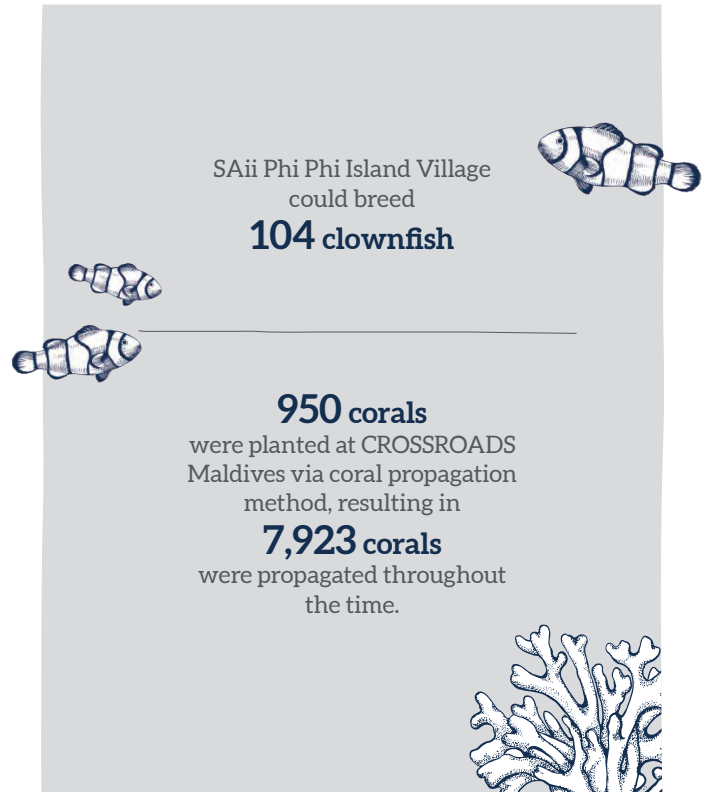
Promotion of conservation and restoration

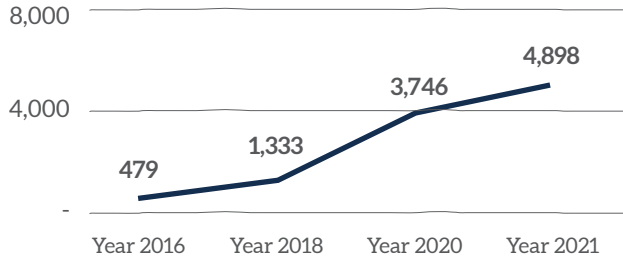
Designation of conservation areas

The CROSSROADS project in the Republic of Maldives has designated over 64,000 square meters of coral reefs as conservation areas where construction or tourism activities will not completely disrupt the area's ecosystems. Corals have been studied by marine scientists and found to be growing at an annual rate. It recently increased by 1,152 square meters or 23.52%, over the previous year, or by 922.55% compared to 2016. Every two years, SHR's marine scientists will conduct underwater surveys and aerial photography to track the expansion of coral reefs. Efforts to conserve and restore corals in this area have resulted in the expansion of the coral reefs. This has also been credited to the Company's strict adherence to the law, along with the Company's commitment to environmental stewardship and daily checks for signs of animal poaching to avoid human interference with marine wildlife in the area.

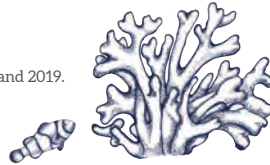
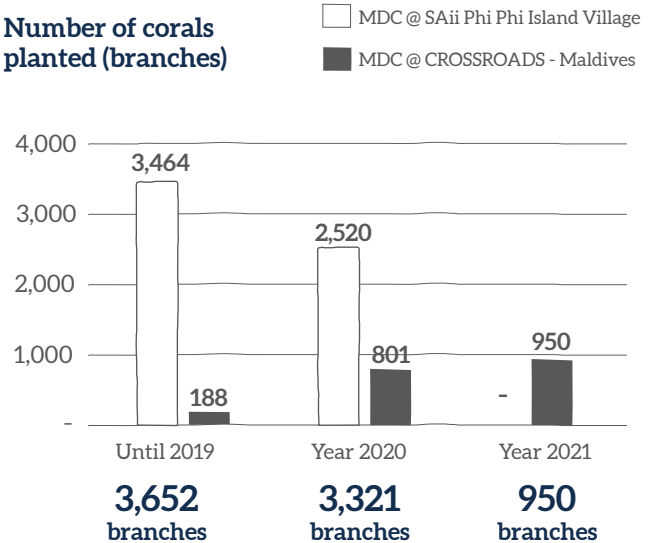
Coral propagation and nursery for marine animals

SHR plants coral and cultured marine animals via its Marine Discovery Centre (MDC) at both SAii Phi Phi Island Village and CROSSROADS Maldives



Size of the conservation area grows from coral expansion at CROSSROADS Maldives (sq.m.)

Remark: No coral expansion survey in year 2017 and 2019.

**Number of corals planted (branches)**

Remark: Coral propagation must be conducted in collaboration with government agencies in Hat Nopparat Thara-Mu Ko Phi Phi National Park area, but joint activities have been hampered as a result of the COVID-19 pandemic.

Keeping the sea and the beach clean

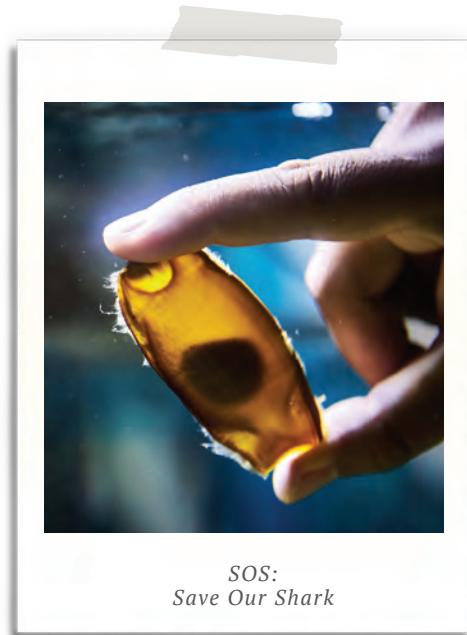
SHR ensures that the beach is kept spotless daily. Not only does this contribute to the order and aesthetics of the hotel area, but it also helps to reduce the amount of marine debris in the environment and keep the surrounding ecosystems in good condition.

SOS Project: Save Our Shark

Brownbanded bamboo sharks and other rare marine creatures in the shark family are being conserved as part of a joint effort between SHR and Singha Estate Public Company Limited, which is overseen by the Department of Marine and Coastal Resources and the Department of National Parks, Wildlife, and Plant Conservation in Thailand. The Company has authorized the use of the Marine Discovery Centre (MDC) area at SAIi Phi Phi Island Village for research and nursery purposes. The Marine and Coastal Resources Research Center, Upper Andaman Sea have put its faith in the Company to help propagate sharks, observe, and look after sharks at every stage of their life cycle, from egg to adult, until they are returned to the wild at the right time and in the right place, as determined by the research center.

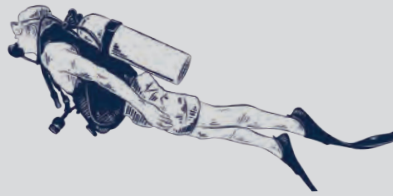
Brownbanded bamboo sharks under a care of MDC are
45 sharks.

Among these number,
17 sharks have been released back to nature.



Participants from a variety of backgrounds collaborated on the project, including academics, fishermen, villagers, local students, and government agencies. The Company intends to dedicate a portion of the hotel to public use and as a marine learning center for environmental research and studies, generating valuable experience and contributing to the overall benefit of the environment.

Voices from Stakeholders towards the SOS Project: Save Our Shark

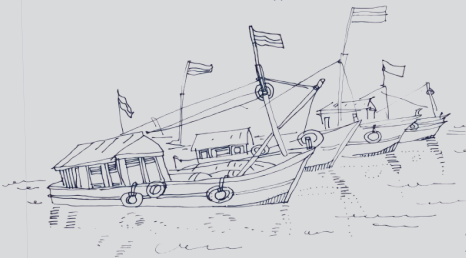


Marine and Coastal Resources
Research Center,
Upper Andaman Sea

“

The project contributes to the growth of the shark population and enables network members to participate in conservation efforts.

”



Marine Discovery Centre
at SAii Phi Phi Island Village

“

Providing hotel guests with memorable and educational experiences.

”

Local Divers

“

We are participating in the research by gathering information and taking photographs to share with others.

”

Noppharat Thara-Mu Ko Phi Phi National Park

“

Increase the variety of marine attractions and make shark knowledge more accessible to the general public.

”



Local Fishermen

“

Fishing opportunities abound, and those who participate in the research have the opportunity to meet and exchange ideas.

”

Academics

“

For the first time, sharks in Thailand will be tagged for future research.

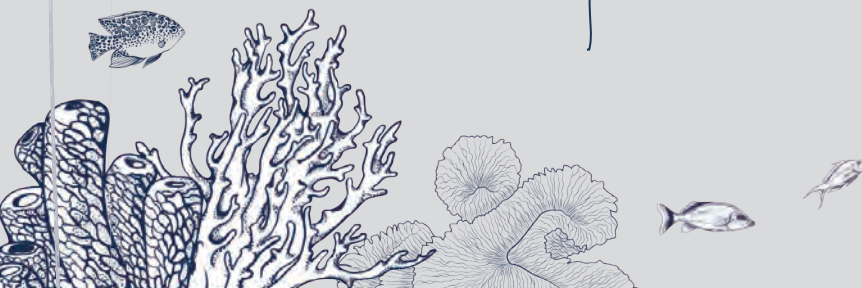
”

Students from local schools

“

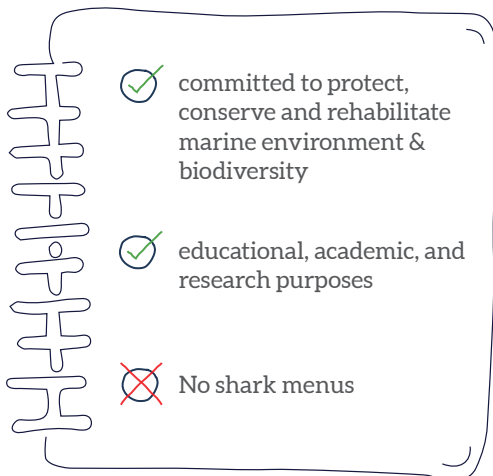
Understand the importance of sharks and how to protect them in their natural habitat.

”



On top of this, shark conservation and marine biodiversity have been addressed in the Company's "Do & Don't" Handbook, which serves as a guide for the project on both the operational and organizational levels.

SOS: Save Our Shark – Do & Don't Handbook



*SOS:
Save Our Shark*

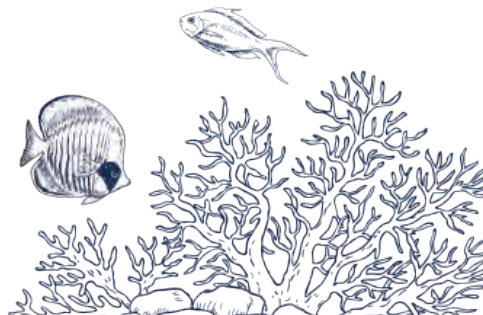


*SOS:
Save Our Shark*



Throughout the time, the Marine Discovery Centre is an only one place on Phi Phi island that publicize knowledge on marine biodiversity. The MDC has designated a space for sharks and marine animal that were injured or harmed by fishing tools, and this voluntary practice has helped resolving problem in selling sharks in a fresh market. In the other words, instead of letting the injured sharks died, the fishermen could bring them to the MDC for nursery before releasing it back to the sea. And this could benefit both marine biodiversity and local fishery in a longterm as shark is the most important marine animal to indicate abumance of marine ecosystem.

The SOS: Save Our Shark is one of our awareness campaign that arranged to publicize important of the sharks to the sea. The Company, is therefore, also conduct a stakeholders' survey to listen to their voices, feedback and expectation towards this campaign.



Assessment of marine biodiversity's abundance

Apart from the coral expansion at CROSSROADS Maldives, a rising number of IUCN Red List species is also another indicator that represents marine biodiversity's abundance in the area. More than 13 species increased during year 2019-2021¹ was recorded.

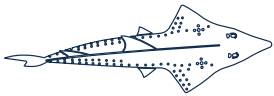
Our marine scientists were able to record more than 200 marine species, which at least 147 species are listed on the IUCN Red List. Among such number, more than 20 species are 'near threatened' (NT) to 'critically endangered' (CR) species, excluding 128 'least concern' species². Even if these species are listed on the Red List of the IUCN, but at CROSSROADS Maldives, these species are occasionally found in our conservation area.

IUCN Red List

CR

Critically Endangered

Critically endangered species



Bottlenose Wedgefish (CITES)
Rhynchobatus australiae

(C)



Giant Guitarfish
Rhynchobatus djiddensis

(C)



Hawksbill Turtle
Eretmochelys imbricata

(C)

EN

Endangered

Endangered species

New



Napoleon Wrasse*
Cheilinus undulatus

(C)



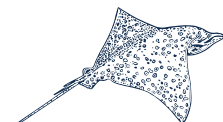
Devil Ray
Mobula mobular

(C)



Ornate Eagle Ray
Aetomylaeus vespertilio

(C)



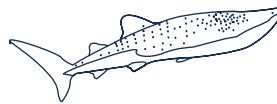
White-Spotted Eagle Ray
Aetobatus ocellatus

(C)



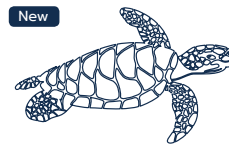
Scalloped Hammerhead Shark
Sphyrna lewini

(C)



Whale Shark
Rhincodon typus

(P)



Green Sea Turtle
Chelonia mydas

(C)



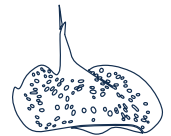
Sharptooth Lemon Shark
Negaprion acutidens

(C)

VU

Vulnerable

Vulnerable species



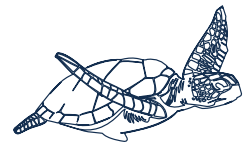
Mangrove Whipray
Urogymnus granulatus

(C)



Blacktip Reef Shark
Carcharhinus melanopterus

(C) (P)



Olive Ridley Sea Turtle
Lepidochelys olivacea

(C)

Listed animals



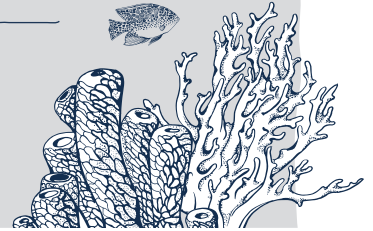
Acropora Coral (CITES)
Acropora sp.

(C)



Scaly Giant Clam (CITES)
Tridacna squamosa

(C) (P)



Discovery area

(C)

CROSSROADS
in the Republic of
Maldives

(P)

SAii Phi Phi
Island Village

NT

Near Threatened

Near threaten
species

LC

Least Concern

Least concerned
species



Pink Whipray
Pateobatis fai

(C)



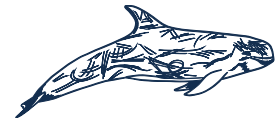
Tawny Nurse Shark
Nebrius ferrugineus

(C)



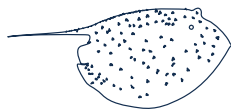
Cowtail Stingray
Pastinachus sephen

(C)



Risso's Dolphin
Grampus griseus

(C)



Porcupine Ray
Urogymnus asperrimus

(C)



Whitetip Reef Shark
Triaenodon obesus

(C)



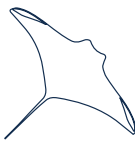
**Indo-Pacific
Bottlenose Dolphin**
Tursiops aduncus

(C)



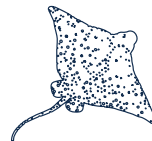
Spinner Dolphin
Stenella longirostris

(C)



Reef Manta Ray
Mobula alfredi

(C)



Spotted Eagle Ray
Aetobatus narinari

(P)



Stony Coral
*Montipora
aequituberculata*

(C) (P)

Remark:

¹ 11 species increased during year 2019-2020, and 2 species increased during 2020-2021

² 3 species was reported in 2020

(CITES) endangered species listed on Convention on International Trade in Endangered Species of Wild Fauna and Flora

Marine lives that can
be categorized as a 'least
concern' species as of
year 2021 amounting to

128 species.

Marine Discovery Centre at hotel properties

"Body of Knowledge" notion in preserving marine biodiversity is transmitted from Singha Estate, started from restoration and conservation practices domestically and internationally in Maldives via projects and practices that support "Phi Phi Model", "Toh Wai Wai" and coral propagation project with National Park Hat Noppharat Thara-Mu Ko Phi Phi

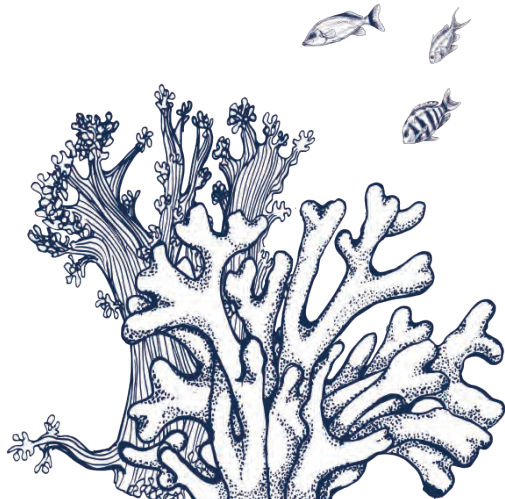
In 2018, the first MDC was established at SAii Phi Phi Island Village Resort in Hat Noppharat Thara-Mu Ko Phi Phi National Park to welcome all tourists and hotel guests, and to transit marine biodiversity knowledge and awareness to public. The MDC consists of 4 educational learning zones; Shark, Phi Phi Island, Crowfish, and Auditorium zone.

In 2019, the Company expanded its knowledge regarding underwater to CROSSROADS Maldives, and established the 2nd MDC, consisted of 5 zones; tourism education, coral, coral propagation, marine nursery, and underwater sculpture diving zone – where Tuna and Emma the Hawksbill Sea Turtle sculptures – our iconic marine animal are located. The underwater sculpture diving zone is set up for amateur divers to practice without disturbing marine life before beginning their diving trip in the open sea.



Scan the QR code to learn more about "Underwater sculpture diving zone of Tuna and Emma the Hawksbill Sea Turtle"

In addition, the Company has designed a "Marine Classroom" to serve with the tourist attraction towards marine biodiversity, and the session are increasingly interested by most of visitors.



Marine Classroom, MDC @ CROSSROADS Maldives



Coral Propagation Class



Fish Identification Class



Emma Class



Dolphin Class



Marine Talk

Attendees*

| | |
|----------------------|----------------------|
| Year 2020 | Year 2021 |
| 1,579 persons | 1,316 persons |

Remark: repeat counted on a person who attended more than one class

Number of Visitors of the 2 Marine Discovery Centres

| | |
|----------------------|----------------------|
| Year 2019 | Year 2020 |
| 3,990 persons | 1,831 persons |

Year 2021
4,281 persons



SHR believes that if we pay attention to the world around us, we can create real value. The environment must be considered first and foremost whenever a SHR project is being developed to achieve a balance between “SHR” and “community” while also ensuring that the environment is not only livable but also sustainable. Since both hotels are located near the ocean, the idea of constructing a marine learning center in the middle of the two was born. The center would serve as a resource for learning about ecosystems and marine life, increasing awareness and promoting nature conservation among tourists and the general public who are welcome to visit for free.



Scan the QR code to learn more about
“Marine Discovery Centre”



Marine Discovery Centre

Land biodiversity preservation

The Company places its importance on protection, preservation, and rehabilitation of biodiversity, not only for marine biodiversity but also biodiversity of life on land as we are aware that these matters are connected to each other.

At CROSSROADS Maldives, we closely cooperated with contractors and government agencies such as Environmental Protection Agency (EPA) who is specialized on environment, and other stakeholders to process on selection of tree types and species that are suitable with the geographic area. The Company focused on certified or licensed local plants which are not an invasive alien species. Trees would be selected from a legalized trees and plants nursery in compliance with requirements of the government and recommendation from specialists. In addition, sand placed on the island was brought from a legal ‘borrow area’, which was authorized by the government as stated in the EIA report.

The Company put our highest attempt to respect local environment and preserve original conditions of nature. Precautionary actions to prevent the invasive species in all project sites were put in place as well as procurement practice on not-to-support materials that were produced from high biodiversity source, devaluing biodiversity, or causing biodiversity risk. SHR incorporated with contractors, communities, academics, private and governmental agencies, and other stakeholders throughout the business supply chain to achieve the biodiversity initiatives.

Management of Waste, Plastic Waste, and Marine Debris



2021 was a challenging year for the management of waste and plastic waste. The COVID-19 pandemic increased the use of single use material and single use plastic as people were concerned about hygiene and cleanliness. This also includes the increased amount of infectious waste, medical waste, and face mask.

Globally, the situation led to increased waste as people adopted new habits. However, SHR still monitored the consumption of such resources to minimize environmental impact and applied a more thoughtful management measures to reduce landfill waste and prevent contamination to the ocean.

In addition, the Company has started to recognize impact of food waste. We have set a goal to reduce food waste for sustainable consumption where the implementation will be piloted in our two hotels in the CROSSROADS Maldives.

Target

Our goal is for every hotel to achieve zero-waste to landfill and 10% of reduction of food waste in the CROSSROADS Maldives in 2022.

Business opportunities and risks

Opportunities

- Beautiful beaches and seas surrounding hotels can attract visitors in the long-term.
- Collaboration with global organizations to build a complete and systematic waste-management alliance.
- Cost effectiveness with effective resource consumption.

Risks

- Garbage and waste have a direct impact on the attractiveness of natural attraction surrounding the hotels whether they come from the hotels or other sources. Lack of effective management can cause deterioration of such area, and therefore its attractiveness to visitors, and also long-term impact on marine lives.
- High operating cost from excessive use of material and resources, especially food loss during production as a result of ineffective estimation of demand and consumption.

Management approaches

• 4R; Reduce, Reuse, Recycle, Rethink

SHR is adhered to the 4R principle in waste management to reduce the plastic waste, particularly single-use plastic, encourage the use of reusable or environmentally friendly products, and develop waste-free management system where there is no excessive packaging, supplies and food waste.

• Waste journey

There should be a waste routing for each type of waste to reduce the amount of waste ending up in landfill, and therefore contamination to the ocean. Our company has developed a waste journey for every type of waste and collaborate with our alliance to reduce and dispose of the waste systematically.



Performance



293.5 tons
of recyclable waste, or
27.32%



250 kilograms
of waste delivered to
PARLEY



9,047 kilograms
of marine and coastal
debris collected

The hotel business run our operation on services. The hotels are located near water sources and natural attractions. It is therefore our responsibility to run the business with the concern on ecological footprint including ones that come from our business operation and ones that come from the tourists. We must also build engagement to minimize environmental impacts from every step of the way.

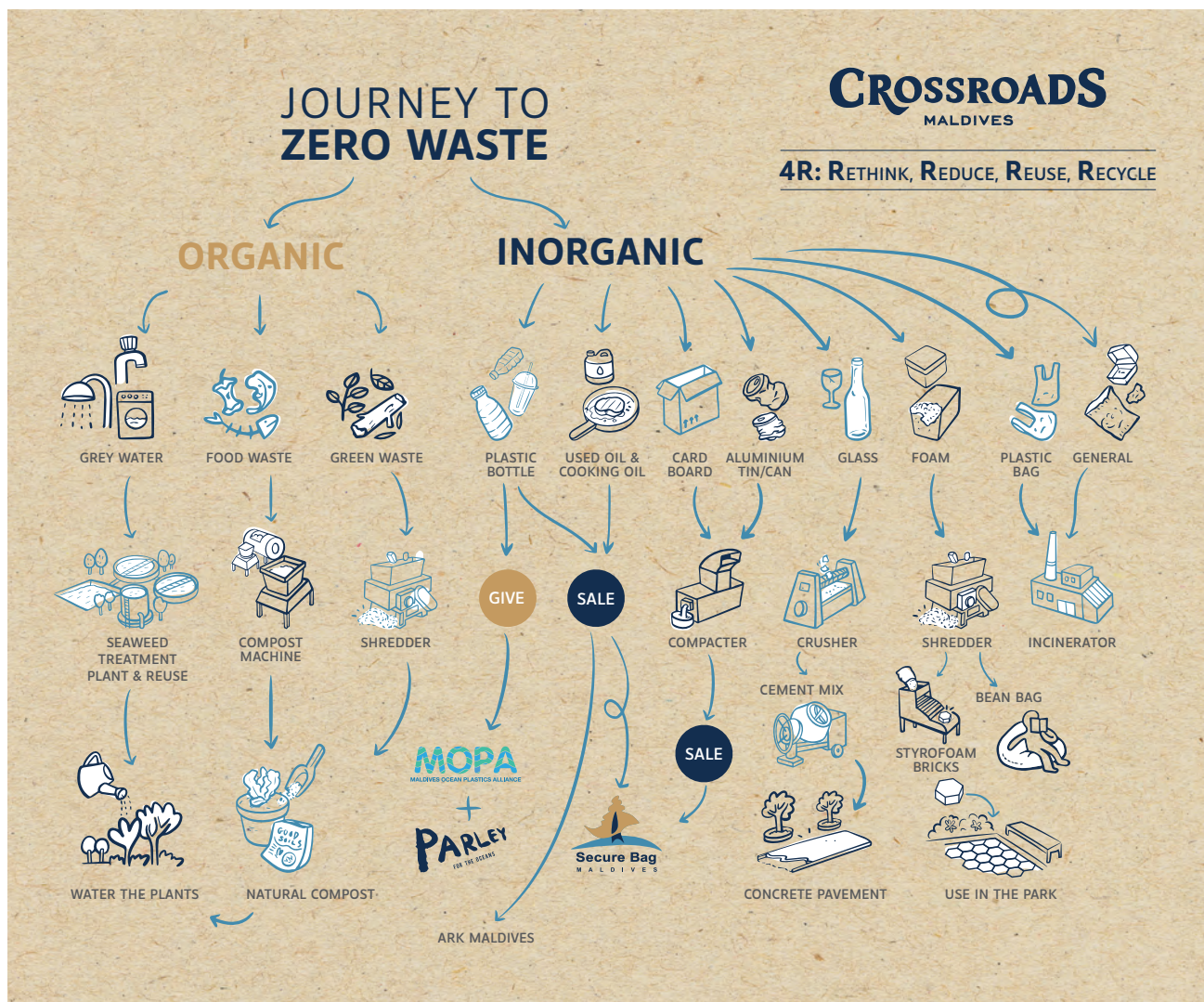


Waste journey – Zero waste to landfill

The Company is committed to developing waste journey for every type of waste so that they can be disposed properly and minimize waste to landfill. Purchasing process is our beginning where we avoid purchasing products that cannot be properly disposed, particularly single-use plastic and containers. Although the company has not implemented any policy regarding this matter, the operation of every hotel has been adhered to this practice to achieve the long-term goal in waste management. Our mission in not only zero waste to landfill, but we aim to achieve zero waste to ocean as well.

Waste journey at CROSSROADS Maldives

A challenge for waste management in Maldives is the geographical profile as Maldives is a considered as a small island state with limited spaces for waste. Maldives is situated among nature and oceanic abundance, and that is why the waste management approaches at CROSSROADS Maldives is a complete system where there is a waste management center for sustainability to help coordinate waste management for the entire project with the parent alliance PARTLEY and Secure Bag to help process or dispose of the waste properly.



Partnership with alliance - PARLEY, Maldives

It was a great opportunity that CROSSROADS Maldives has taken part in PARLEY partnership, a non-profit organization in Maldives, who has worked with global brands in processing ocean plastic. So far, we have delivered 1,030 kilograms of ocean plastic to PARLEY.

Ocean plastic delivered to PARLEY

| 2020 | 2021 |
|----------------|----------------|
| 780 kg. | 250 kg. |

Zero single-use plastic

SHR has ceased the use of single-use plastic such as plastic water bottle, plastic wrap of room amenities in self-managed hotel. In our purchasing process, SHR endeavors to avoid purchasing products that come in container or contain plastic that cannot be disposed properly. SHR also puts effort in effective plastic waste separation which may come from our guests and visitors.

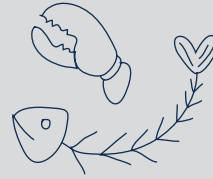
In addition, SAii Phi Phi Island Village has participated in Thai hotels Plastic Free Project organized by Thai Hotels Association to demonstrate our commitment to stop consumption of single-use plastic as we are aware of current plastic waste problem that can potentially become ocean debris.

Zero food waste

Food and beverage service is one of the most important activities in every self-managed hotel, and it aligns with the UN sustainable development goal on SDG 12: Responsible Consumption. This UN SDG is also one of the core sustainable development goals of SHR in enhancing sustainable consumption, optimization of resources and sufficiency, as well as placing our concern on access to clean and safety food for all.

The zero food waste management in CROSSROADS Maldives is considered to be a pilot project. The food waste was monitored and calculated in 2021, and we have set a target to reduce 20% of avoidable food waste to 10%.

Unavoidable food waste



80%

Such as shells, fish bones, animal bones, coconut shell, and etc.

Avoidable food waste



20%

Consumable food waste and material such as leftover ingredients from buffet line, restaurants, and etc.

Target reduction of 10% in 2022

Each hotel has their own effective waste planning and management where kitchen waste will become organic waste which can be turned into compost or used for other purposes. CROSSROADS Maldives set a goal to reduce amount of food waste in the future.

To set a goal to reduce amount of waste from the beginning of its journey is the most important thing to do because this can help enhance effective resource consumption and reduce operating cost effectively. In addition, with the goal to reduce amount of food waste and food loss during production, this demonstrates our commitment to the global sustainable development goals and sustainable participation of the hotel and its customers.

Waste management in hotels

Each self-managed hotel of SHR has different effective waste management depending on the topography. CROSSROADS Maldives is situated in a small island state where waste management is self-reliant. Santiburi Koh Samui is located in the coconut-tree abundant area and therefore there is a lot of waste from coconut trees. SAii Phi Phi Island Village has a goal to encourage community participation and broad environmental responsibility, so it allows villagers in the neighborhood to sort their waste at hotel facility to reduce waste ending up in the environment, and this create sustainably environmental benefits for all stakeholders. Although waste management in each hotel is different owing to its geographical profile, every hotel has a mutual management on plastic and food waste.

Santiburi Koh Samui

In addition to waste sorting, Santiburi Koh Samui employs a practice to reduce amount of waste with the plan to reduce amount of food in par stock where the hotel tries to place the orders to meet the expected demand for fresh food and dried food to reduce use of cold storage and food waste, and to sufficiently meet monthly demand. The hotel also donates usable towels, bedsheets, and blankets to foundations in need. The hotel, moreover, makes EM from food waste within the hotel and educate Wat Phukhao Thong School on waste sorting and compost making.

SAii Phi Phi Island Village

The hotel arranges a waste sorting center and sort recyclable waste carefully. It also utilizes organic waste by turning them into compost, raises earthworms, makes wood vinegar, etc. The hotel also practices responsible use of paper where it only prints necessary document only to reduce resource consumption.



Pineapple

Pineapple pulp and peels are used to make multipurpose liquid and EM for housekeeping team



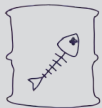
Fruit peels

For raising earthworms



Food waste and wet organic waste

They are processed in fermenter for methane for gardening team



Residue from fermenter

They are sundried to make a soil fertilizer



Tree branches and leaves from trimming

Incinerated in the charcoal kiln to make wood vinegar for insect repellent in the hotel and waste sorting center. Charcoal from incineration is sorted for hotel staff to use later



Tree branches and leaves from sweeping

Disintegrated in grinder and fermented to make a fertilizer

CROSSROADS Maldives

'Waste to Wealth Centre' is a waste management center of the CROSSROADS Maldives, as Maldives is a collection of islands so there are limited spaces for waste. Maldives is situated among nature and oceanic abundance, and that is why the waste management approaches at CROSSROADS projects is a complete system where there is a waste management center for sustainability to help coordinate waste management for the entire project with the parent alliance PARTLEY and SecureBag to help process or dispose of the waste properly. It also aims to be a prototype of "Zero-waste to landfill, zero-waste to ocean" for other hotels.

Ocean cleanup activities

Globally, Covid-19 pandemic increases amount of waste significantly, especially from the consumption of single-use resources because people are concerned about their health and hygiene. Now, the impact has become evident in the ocean where plastic waste and used masks has ended up in the sea as a result of inappropriate waste disposal or blown from waste sources on land.

Waste management by hotels may not be enough as varieties of wastes come from every part of the planet. However, since our hotels are windows to the nature that connect ocean and lands, it is our responsibility to maintain our front yards to always be in a good condition. In 2021, SAii Phi Phi Island Village hosted 29 ocean cleanup activities with stakeholders throughout the year where we collected 8,347 kilograms of coastal debris. When combined with 250 kilograms of plastic waste from CROSSROADS Maldives delivered to PARLEY, and 450 kilograms of garbage collected from underwater, the total amount of waste we can prevent from going into the sea is 9,047 kilograms.

Amount of marine and coastal debris collected

| Year 2019 | Year 2020 | Year 2021 |
|-----------|-----------|-----------|
| 500 kg. | 7,992 kg. | 9,047 kg. |





Coral Nurture Program

Held on the 18th of every month
(Once a month)

With the collaboration with
Hat Nappharat Thara-Mu Ko Phi Phi
National Park, hotel staffs, and villagers,
we looked after the ocean and collected

60 kilograms

of sea and coastal debris.

Waste collection program at Loh Lana Bay

Every Sunday (18 times)

We worked together with 310 staffs,
Hat Nappharat Thara-Mu Ko Phi Phi
National Park, Loh Ba Gao Villagers
and collected

8,098.50 kilograms of waste.

Waste collection in Mangrove Forest

Every ebb tide of each month (10 times)

We worked together with 59 staffs. with
Hat Nappharat Thara-Mu Ko Phi Phi
National Park, and villagers to collect

188.50 kilograms of waste.



Amount of waste by type and disposal method

| Hospitality business | Santiburi Koh Samui | | | | | | SAii Phi Phi Island Village | | | | | | CROSSROADS Maldives ¹ | | | | | |
|------------------------------------|---------------------|-------------|---------------|-------------|---------------|-------------|-----------------------------|-------------|---------------|-------------|---------------|-------------|----------------------------------|-------------|---------------|-------------|---------------|-------------|
| | 2019 (kg.) | 2019 (%) | 2020 (kg.) | 2020 (%) | 2021 (kg.) | 2021 (%) | 2019 (kg.) | 2019 (%) | 2020 (kg.) | 2020 (%) | 2021 (kg.) | 2021 (%) | 2019 (kg.) | 2019 (%) | 2020 (kg.) | 2020 (%) | 2021 (kg.) | 2021 (%) |
| Recyclable waste (1+2+3+4+5) | 12,349 | 11.75 | 4,325.50 | 9.00 | 3,244.50 | 13.11 | 68,170 | 12.82 | 10,335 | 19.83 | 7,692 | 8.67 | 23,451 | 32.28 | 128,400.48 | 29.37 | 282,116 | 29.41 |
| 1. Paper | - | - | - | - | - | - | - | - | - | - | 2,041 | 2.30 | 3,487 | 4.80 | 47,079.56 | 10.77 | 78,180 | 8.15 |
| 2. Glass | - | - | - | - | - | - | - | - | - | - | 4,581 | 5.17 | 15,671 | 21.57 | 56,988.54 | 10.04 | 152,145 | 15.86 |
| 3. Plastic | - | - | - | - | - | - | - | - | - | - | 698 | 0.79 | 1,858 | 2.56 | 9,884.89 | 2.26 | 20,171 | 2.10 |
| 4. Metal/ Aluminum | - | - | - | - | - | - | - | - | - | - | 372 | 0.42 | 2,435 | 3.35 | 13,216.29 | 3.02 | 1,975 | 0.21 |
| 5. Styrofoam ² | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,231.20 | 0.28 | 29,645 | 3.09 |
| General/ Wet waste ³ | 77,364 | 73.59 | 41,120 | 85.52 | 20,065 | 81.05 | 381,399 | 71.72 | 23,669 | 45.42 | 68,836 | 77.62 | 49,189 | 67.72 | 29,665.32 | 6.79 | 436,626 | 45.51 |
| Organic waste ⁴ | 15,416 | 14.66 | 2,635 | 5.48 | 1,447.50 | 5.85 | 81,403 | 15.31 | 17,882 | 34.32 | 3,547 | 4.00 | - | - | 279,113.30 | 63.84 | 104,017 | 10.84 |
| Food waste | - | - | - | - | - | - | - | - | - | - | 8,536 | 9.63 | - | - | - | - | 109,156 | 11.38 |
| Hazardous waste | - | - | - | - | - | - | 833 | 0.16 | 221 | 0.42 | 73.5 | 0.08 | - | - | - | - | 27,451 | 2.86 |
| Total | 105,129 | 100.00 | 48,080.50 | 100.00 | 24,757 | 100.00 | 531,805 | 100.00 | 52,107 | 100.00 | 88,684.5 | 100.00 | 72,640 | 100.00 | 432,962.38 | 100.00 | 959,366 | 100.00 |

Remarks:

¹ Self-collection of data in November 2019

² All Styrofoam in CROSSROADS Maldives would be shredded and transformed into bean bags, mixed with concrete to produce a brick block, or reused for other purposes

³ Part of general waste in CROSSROADS Maldives would be put into an incinerator, and the rest would be delivered to Thilafushi for disposal

⁴ Able to be transformed into compost or fertilizer

Greenhouse Emissions and Climate Change



There is a wide range of factors that influence where people choose to go on vacation and which hotels they choose to stay in while there. This is especially true for hotels located near popular tourist destinations such as islands and coastlines; however, the weather, seasons, and tourist demand all play a role in how successful these hotels are. However, such popular tourist destinations are also sensitive a weather and climate sensitive area.

Tourism and hotels in island and coastal areas will undoubtedly continue to be popular, and they offer many opportunities for business development. On the other hand, players in this industry should be aware of future threats posed by climate change, as evidenced by recent abnormal changes in weather seasons, which may result in a shorter high season or even a growing demand for eco-friendly accommodations from tourists seeking to minimize their environmental footprint on each leg of their journey. Furthermore, the issue of greenhouse gas emissions and climate change responsibility continues to pique the interest of investors, as it poses some business risks and has the potential to significantly curtail business opportunities.

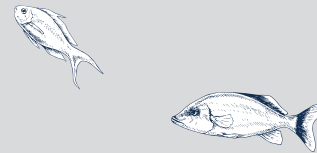
Target

Reduce greenhouse gas emissions by 20% as committed to in the Paris Agreement.

Business opportunities and risks

Opportunities

- Attract tourists who are interested in environmentally friendly travel, especially the younger generation, European tourists, ecotourists, and so forth, which would allow hotels to welcome new groups of tourists from all over the world, or even corporate customers looking to book an environmentally conscious hotel as a destination for organizing low-carbon meetings or events, etc.
- Over time, the natural beauty that surrounds hotels tends to draw many visitors.
- Expand business relationships with companies that are concerned or care more about greenhouse gas emissions and climate change through joint efforts. Online travel agencies (OTAs), airlines, travel agents, and more could be potential business partners to meet the growing demand for environmentally responsible tourism in the future.
- Entice new investors and broaden the range of funding options available from organizations or financial intuitions that pay attention to ESG and remain committed to addressing such issues.



- Environmentally-friendly business, particularly in terms of greenhouse gas emissions, is in line with the economic-driven approach based on the BCG Model¹ and low-carbon economy, thereby providing business opportunities that are responsive to the government's future direction.

Risks

- It is the root cause of the erratic nature of the seasons. This affects the number of time tourists spend at a hotel, which could lead to a decrease in revenue.
- The construction of hotels on the islands and coastlines is affected by rising sea levels, and changing climates and seasons. As a result, hotels must take into account the increased risk of coastal erosion.
- Changes in seawater temperature cause coral bleaching and may detract from the beauty of tourist attractions in the area in the long run.

Remark: ¹ BCG Model means Bioeconomy, Circular Economy, Green Economy.

Management approaches

- **Establish a base year and a comprehensive assessment plan.**
Conduct a greenhouse gas emissions assessment for all hotels that the Company manages and operates on its own (self-managed hotels) to establish a base year for each hotel and keep track of each hotel's greenhouse gas emissions regularly.

- **Increase the amount of energy that is environmentally-friendly while also improving energy efficiency.**
One of the most used resources in the service industry is energy, and external factors such as guest cooperation are critical to the success of energy conservation efforts. Reducing energy consumption alone may not be sufficient and may be counterproductive to the business's nature. As a result, the Company places a high value on maximizing energy efficiency throughout its operations. It also has a goal of increasing the amount of environmentally friendly energy in its self-managed hotels.

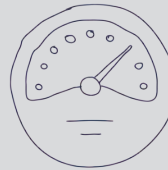
- **Utilize a carbon offset strategy and collaborate with specialized agencies.**

The Company has implemented a carbon offset program and operates in accordance with the recommendations of Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) to ensure that its Carbon Footprint for Organization (CFO) meets industry standards and is consistent with the country's carbon reduction objectives and approaches. Additionally, it collaborates with experts and external agencies to ensure the reliability and accuracy of its GHG data and carbon-neutral implementations.

- **Conserve natural resources that are key indicators of climate change.**

Marine resources like coral reefs are crucial climate change indicators. The survival of corals and marine life will be jeopardized if sea temperatures fluctuate too much. As a result, the Company places a high priority on preserving these resources as a means of recognizing one's own responsibility and the significance of climate change's impacts on all spheres of life.

Performance



Direct GHG Emissions

762
tonCO₂eq



Indirect GHG Emissions

1,743
tonCO₂eq



Other Indirect GHG Emission

753
tonCO₂eq



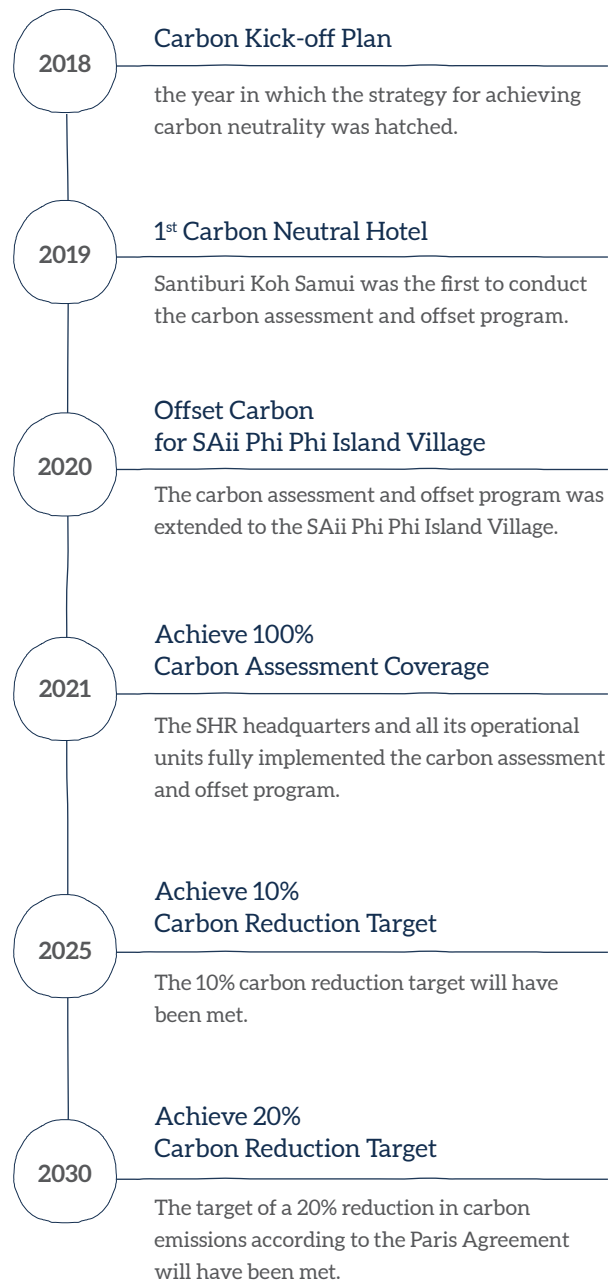
Commitment to combating climate change

The Company joined the Global Compact Network Thailand (GCNT) last year, pledging its commitment to preventing and resolving climate change-related issues alongside other member organizations. The Company intends to conduct its operations in accordance with the stated goal as a member organization.

Comprehensive assessment of GHG emissions

Since 2019, the Company has been tracking and calculating the amount of greenhouse gas emissions. It was the Santiburi Koh Samui in Surat Thani Province that served as the first pilot hotel for the Company's efforts to achieve carbon neutrality through offsetting emissions. The Company also took part in the "6th Thailand Carbon Offsetting Program" (TCOP) to support the voluntary carbon market in the country, which laid down CFO certification criteria in collaboration with the Center of Expertise in Green Business Strategy (V-Green), Faculty of Environment, Kasetsart University. Following that, the Company ran the GHG emissions assessment scheme for other self-managed hotels of the Company. In 2020, the SAii Phi Phi Island Village in Krabi Province was the next hotel to assess greenhouse gas emissions as part of the same project.

The Company began carrying out the carbon assessment scheme at SHR's headquarters in 2021, bringing the previous year's corporate carbon assessment to cover all business operations in Thailand. For new self-managed hotels, the Company intends to adopt the carbon assessment scheme by the year 2022, as well.



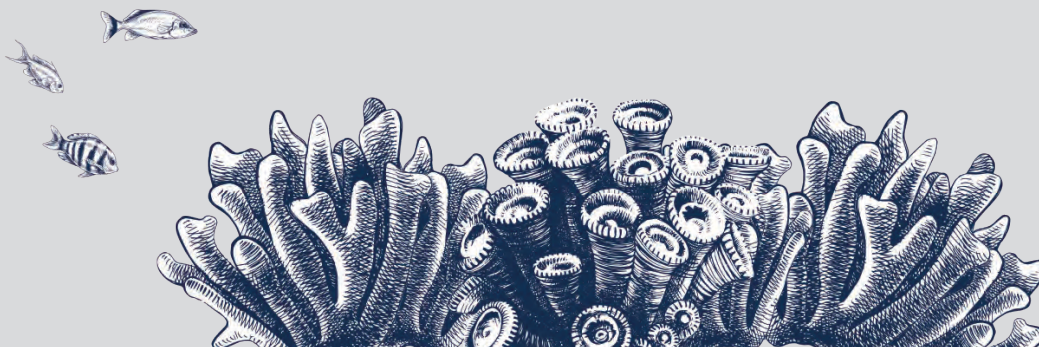
Assessment Guidelines and Scopes

| | |
|---------------------------------------|--|
| Assessment guidelines | Guidelines for assessing the carbon footprint for organizations of the Thailand Greenhouse Gas Management Organization (Public Organization), revision No. 4 (December, 2018). |
| Greenhouse gases under assessment | Carbon Dioxide (CO ₂), Methane (CH ₄), Nitrous Oxide (N ₂ O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulfur Hexafluorides (SF ₆), Nitrogen Trifluoride (NF ₃). |
| Other greenhouse gases | HCFC-22, CFC-12 |
| Global Warming Potential (GWP) | The Intergovernmental Panel on Climate Change (IPCC)'s Fifth Assessment Report (AR5). |
| Scope 1: Direct GHG Emissions | Calculated based on greenhouse gases produced directly by the organization's various activities, such as combustion equipment, use of corporate vehicles (owned by the organization), use of chemicals in wastewater treatment/cooling systems, LPG or fire extinguishing agent seepage/leakage during various processes or activities, etc. |
| Scope 2: Indirect GHG Emissions | Calculated based on greenhouse gases produced as a result of purchasing energy for internal use, such as power supply. |
| Scope 3: Other Indirect GHG Emissions | Calculated based on gases used for other activities aside from those listed in categories 1 and 2, such as employee travel, boat rentals, food waste, garden wastes, bushes and trees pruning, etc. |

Both Santiburi Koh Samui and SAii Phi Phi Island Village saw significant reductions in carbon emissions in 2021, with scopes 1 and 2 emitting 744 and 1,702 tons of carbon dioxide equivalent, respectively. Carbon emissions at the Santiburi Koh Samui were 73.30% lower than in 2018 (base year), while SAii Phi Island Village had 58.72% lower carbon emissions in 2019 (base year). Carbon emissions were significantly reduced as a result of

the tourism slump and the temporary suspension of hotel services during the COVID-19 pandemic. Both hotels, on the other hand, had higher GHG intensity readings.

The Company's head office had a carbon footprint of 59 tons of carbon dioxide equivalent. The following is a summary of the statistical data:



SHR's Carbon Footprint

| Greenhouse gas emissions of SHR (TonCO ₂ e) | Year 2018 ¹ | Year 2019 | | | Year 2020 | | | Year 2021 ² | | | | |
|--|------------------------|---------------------|-----------------------------|-------|---------------------|-----------------------------|-------|------------------------|-----------------------------|------------------|------------------|------------------|
| | Santiburi Koh Samui | Santiburi Koh Samui | SAii Phi Phi Island Village | Total | Santiburi Koh Samui | SAii Phi Phi Island Village | Total | Santiburi Koh Samui | SAii Phi Phi Island Village | Total | Head office | Grand total |
| Scope 1 ³ | 700 | 772 | 1,989 | 2,761 | 308 | 837 | 1,145 | 159 | 589 | 748 | 14 | 762 |
| Scope 2 | 2,086 | 1,829 | 2,134 | 3,963 | 990 | 1,090 | 2,080 | 585 | 1,113 | 1,698 | 45 | 1,743 |
| Scopes 1 and 2 | 2,786 | 2,601 | 4,123 | 6,724 | 1,298 | 1,927 | 3,225 | 744 | 1,702 | 2,446 | 59 | 2,505 |
| Scope 3 | 2,453 | 846 | 364 | 1,210 | 554 | 178 | 732 | 569 | 183 | 752 | 1 | 753 |
| Additional scope | 328 | 319 | 198 | 517 | 89 | 395 | 484 | 143 | 198 | 341 | - | 341 |
| Carbon offset through carbon credit purchases ⁴ | 2,786 | - | 413 | 1,192 | - | - | - | - | - | - | - | - |
| Third-party accreditation | Yes ⁵ | No | Yes ⁵ | N/A | Yes ⁶ | Yes ⁶ | Yes | Yes ⁷ | Yes ⁷ | Yes ⁷ | Yes ⁷ | Yes ⁷ |

| GHG Intensity | Year 2018 | Year 2019 | | Year 2020 | | Year 2021 | | |
|--|-----------------------|-----------------------|-----------------------------|----------------------|-----------------------------|----------------------|-----------------------------|----------------------|
| | Santiburi Koh Samui | Santiburi Koh Samui | SAii Phi Phi Island Village | Santiburi Koh Samui | SAii Phi Phi Island Village | Santiburi Koh Samui | SAii Phi Phi Island Village | Head office |
| Scopes 1 and 2 | 2,786 | 2,601 | 4,123 | 1,298 | 1,927 | 744 | 1,702 | 59 |
| No. of users | 19,919 (room/year) | 18,838 (room/year) | 59,573 (room/year) | 6,908 (room/year) | 20,269 (room/year) | 2,348 (room/year) | 14,296 (room/year) | 591 (person/year) |
| GHG Intensity (TonCO ₂ e/unit/year) | 0.14 | 0.14 | 0.07 | 0.19 | 0.10 | 0.32 | 0.12 | 0.10 |

Remarks:

¹ Global Warming Potential (GWP) is referred from the Intergovernmental Panel on Climate Change (IPCC) version AR4

² Except data of the CROSSROADS Maldives since the project started its operations in 2019 and had periodically suspended its operations due to the COVID-19 pandemic.

³ The biogenic CO₂ emission is not separated from the scope 1 as the emission is insignificant with less than 5% of the total emission

⁴ Carbon credit allowed for offset are carbon credit from clean development mechanism (CDM), also known as certified emission reductions (CERs), carbon credit from verified emission reductions (VERs) solely in Thailand, and Thailand Voluntary Emission Reductions (TVERs)

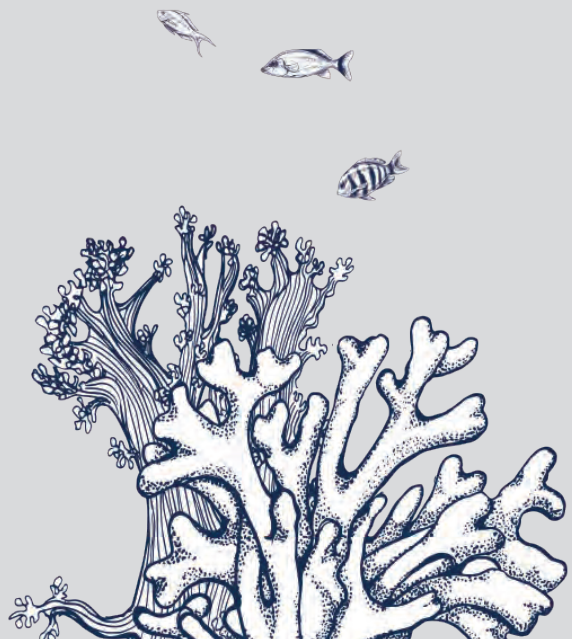
⁵ Accredited by the Thailand Greenhouse Gas Management Organization (TGO)'s registered verifier

⁶ Assured by ERM Certification and Verification Services (ERM-CVS)

⁷ Assured by LRQA

Future Plans

A carbon emissions assessment for the CROSSROADS project in the Republic of Maldives is being planned for 2022 by the Company. Also, the Company intends to increase its use of environmentally-friendly renewable energy sources, such as solar energy by installing solar panels in all of its self-managed hotels in order to achieve a net-zero carbon target by 2030.



SeaYouTomorrow Camp: Fighting Climate Crisis

On December 14-16, 2021 the Company, in collaboration with Singha Estate Public Company Limited, hosted the “SeaYouTomorrow Camp: Fighting Climate Crisis” at SAii Phi Phi Island Village. There was a total of 25 participants, who included corporate executives, employees, and members of today’s youth generation, who were brought together in nature & outdoor classroom to learn about climate change in the context of real-world situations while also exchanging environmental viewpoints in the hope that they would go on to become change agents in the field of environmental advocacy, putting what they had learned into practice in their daily lives and helping resolve the global warming crisis.

#SeaYouTomorrow Camp



Energy Efficiency



The current pandemic of COVID-19 has unavoidably had a detrimental effect on the hospitality and tourism industries. Tourists are delaying their travel plans due to government-imposed travel restrictions and their apprehension about the pandemic situation. Certain hotels are forced to close or remain partially open for brief periods of time, which has resulted in a dramatic decrease in hotel energy consumption. Although energy consumption may have decreased over the past year, SHR's focus on long-term energy efficiency has not wavered, as the Company continues to make great strides in environmental friendliness while adhering to the Company's and Singha Estate's overall strategies for managing energy and carbon.

Target

To meet the greenhouse gas reduction target, all of the self-managed hotels of the Company must cut their energy use per guest (Energy Intensity) by 10% and increase efforts to use more renewable energy sources that are environmentally-friendly.



Business opportunities and risks

Opportunities

- Reduce the long-term cost of energy consumption.
- Reduce the severity of energy shortage problems in remote or island areas.
- Provide more precise planning for the use of other renewable energy sources, such as environmentally friendly renewable energy sources, in response to long-term greenhouse gas reduction efforts.
- Attract customers, investors, and other stakeholders who care about the long-term viability of business operations, particularly in relation to greenhouse gas emissions and climate change.

Risks

- Electricity, oil, and natural gas are all forms of energy that have a significant effect on the amount of carbon dioxide emitted into the atmosphere. The goal of reducing greenhouse gas emissions could be jeopardized if energy management is not prioritized. A lack of awareness of energy efficiency also affects climate action programs, business opportunities, and other stakeholders' expectations.
- Remote or archipelago areas are more likely to experience energy insecurity, particularly during peak tourist seasons.
- Energy management inefficiencies directly contribute to the possibility of increased operating costs.

Strategic approaches

• Enhance stakeholder engagement

Increasing understanding and awareness of energy conservation among stakeholders will make it easier for the hotel to carry out its various operations more efficiently. Hotel guests and employees are critical stakeholders who make a significant contribution to energy efficiency.

• Set goals, action plans and monitor on performance

Each hotel has clearly defined energy efficiency goals and energy management plans that are implemented across all of their facilities in accordance with international energy standards for environmentally friendly operations. This is accomplished through the incorporation of energy-efficient equipment into the establishment and operation of their hotels, as well as through the conduct of periodic evaluations to assess the progress of their energy management programs.



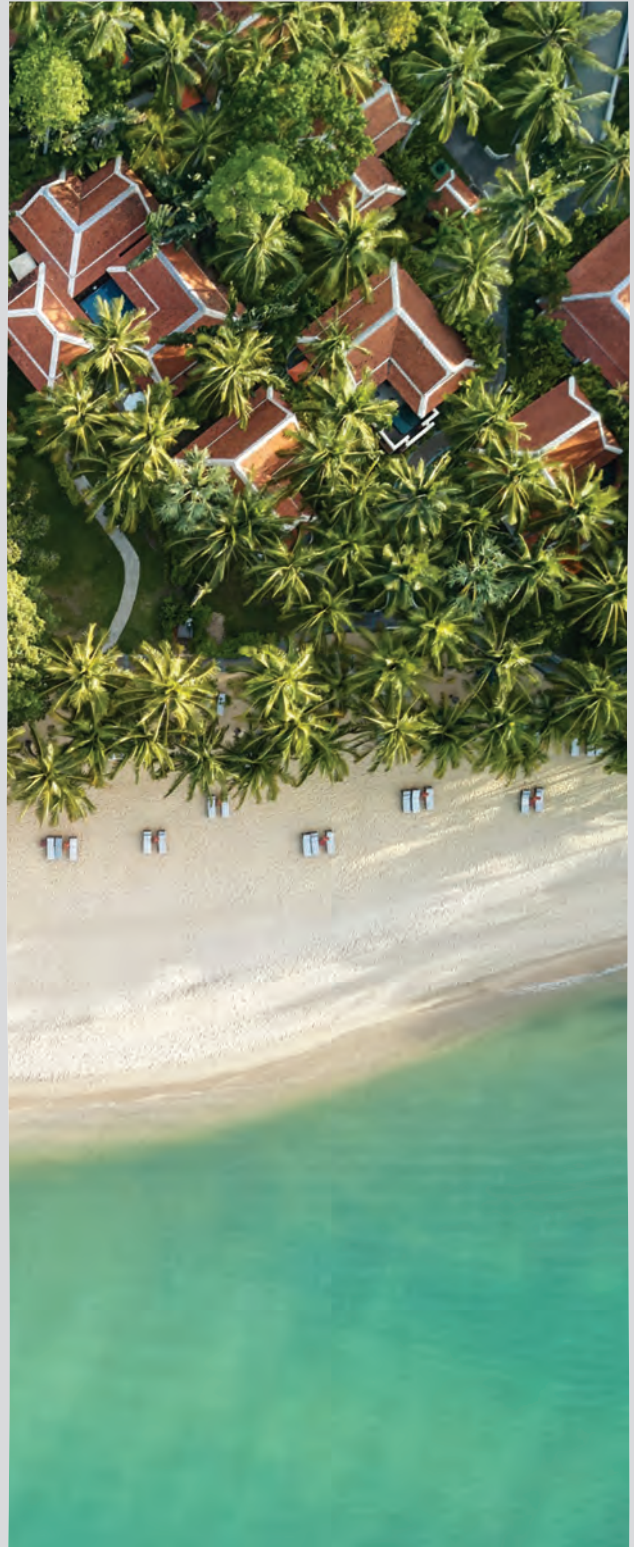
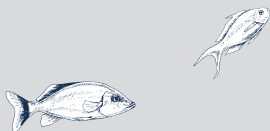
Performance



Total electricity consumption
22,264,790 kWh/year



Total energy consumption
262,061.72 GJ/year



Engagement with hotel guests

The energy consumption patterns of hotel guests significantly influence the amount of energy consumed during their stay and use of the hotel's facilities and rooms. As a result, it is critical to promote energy conservation through a variety of channels.

In-room equipment such as key cards can also help cut down on energy usage. Communication tools such as documents in the room, a sign at the door, and hotel applications will be used to ensure that guests are aware of the importance of consuming energy only when it is absolutely necessary, and that they do not leave their key card plugged in or their balcony windows open when not in use. To help guests understand the value of energy conservation, hotels will provide them with educational materials that explain energy conservation principles and why they are so important, while also allowing them to become more involved in the hotels' energy saving efforts.

Employee communication and training

Providing accurate information to guests and serving as a positive role model for them are critical responsibilities of the hotel staff. As a result, the Company provides ongoing education and training to its employees on energy conservation initiatives and projects on a regular basis.

Activities and Training on Energy Conservation Santiburi Koh Samui



Earth Hour - For one hour, turn off the lights to help combat global warming.



Training on "Energy Saving Standards"



Training on "Energy Saving Guidelines for Restaurants"

Conformity with applicable international standards

SHR adheres to national and international environmental management standards applicable to the tourism and hotel industries when managing its energy. Other energy-saving strategies and measures are also implemented, such as establishing guidelines for the purchase of energy-efficient electrical equipment and retrofitting existing facilities to operate at lower energy consumption levels, with hotel engineers responsible for striking a balance between both energy-efficient and cost-effective aspects of the operation. Historically, SHR hotels have adhered to both the Ministry of Natural Resources and Environment's Department of Environmental Quality Promotion's Green Hotel standard and the Green Leaf Foundation's Green Leaf standard. Additionally, they have incorporated international standards into their business operations, such as the Green Globe Certification Standard.

To keep tabs on the hotels' progress toward greater energy efficiency, annual consumption statistics have been compiled, energy savings plans have been devised, and operational performance is routinely assessed.

Eco-friendly resort design

At every stage of the renovation process for the hotel rooms and facilities, the Company has taken energy efficiency into consideration. The hotels are always designed with the local climate in mind, with consideration given to the direction of wind and sunlight as well as environmentally friendly and heat-resistant materials.

The SAii Phi Phi Island Village is an architectural marvel that has been designed to complement the island's distinct climatic conditions. The rooms, which are intended to be environmentally friendly, are constructed using natural materials such as thatched roofs, lightweight bricks, and bamboo weave. Furthermore, the service areas of the hotel are open and well-ventilated, necessitating the use of no air conditioning in these areas. Additionally, the hotel is designed with an open kitchen to maintain a proper level of energy using.

Eco-friendly energy sources

Every self-managed hotel of SHR is undergoing a process to bring in renewable energy in the form of solar energy, which is environmentally friendly, in a bid to reduce their reliance on fossil fuels, a type of energy that emits a greater amount of carbon and has significant implications for climate change. This renewable energy transition not only demonstrates the Company's commitment to environmental stewardship, but also provides an additional source of energy for its hotels, ensuring sufficient energy to meet demand and proving to be a long-term investment.

SHR energy consumption

| | No. of user | | | Energy consumption (gigajoule/year) | | | Energy intensity | | |
|-----------------------------|---------------------|-----------------------|------------------------|--|------------|------------|-----------------------|---|---|
| | Year 2019 | Year 2020 | Year 2021 | Year 2019 | Year 2020 | Year 2021 | Year 2019 | Year 2020 | Year 2021 |
| SAii Phi Phi Island Village | 59,573 room/year | 20,269 room/year | 14,296 room/year | 23,975.56 room/year | 12,885.69 | 10,035.73 | 402.46 room/year | 635.73 (megajoule/ room/year) | 702 (megajoule/ room/year) |
| Santiburi Koh Samui | 18,838 room/year | 6,908 room/year | 1,088 room/year | 22,039.05 room/year | 10,936.82 | 5,094.07 | 1,169.93 room/year | 1,583.21 (megajoule/ room/year) | 4,682.05 (megajoule/ room/year) |
| CROSSROADS Maldives | - | 58,134 person/year | 182,043 person/year | - | 189,093.76 | 246,931.92 | - | 3,252.72 (megajoule/ person/year) | 1,356.45 (megajoule/ person/year) |

| | Year 2018 | Year 2019 | Year 2020 | Year 2021 |
|---|------------------|------------------|-------------------|-------------------|
| Electricity (kWh) | | | | |
| SAii Phi Phi Island Village | 4,118,328 | 4,216,644 | 2,327,958 | 2,071,566 |
| Santiburi Koh Samui | 3,534,090 | 3,643,830 | 1,974,240 | 1,117,980 |
| CROSSROADS Maldives | - | - | 14,416,560 | 19,075,244 |
| Total | 7,652,418 | 7,860,474 | 18,718,758 | 22,264,790 |
| Diesel Fuel (litre) | | | | |
| SAii Phi Phi Island Village | 174,000 | 144,000 | 67,000 | 42,400 |
| Santiburi Koh Samui | 5,000 | 5,000 | 5,000 | - |
| CROSSROADS Maldives | - | - | 3,767,000 | 4,894,592 |
| Total | 179,000 | 149,000 | 3,839,000 | 4,936,992 |
| LPG (kg) | | | | |
| SAii Phi Phi Island Village | 57,933 | 70,698 | 41,109 | 20,583 |
| Santiburi Koh Samui | 147,898 | 173,983 | 72,615 | 21,289 |
| Total | 205,831 | 244,681 | 113,724 | 41,872 |
| Total Energy Consumption (gigajoule) | | | | |
| SAii Phi Phi Island Village | 24,073.04 | 23,975.56 | 12,885.69 | 10,035.73 |
| Santiburi Koh Samui | 20,333.74 | 22,039.05 | 10,936.82 | 5,094.07 |
| CROSSROADS Maldives | - | - | 189,093.76 | 246,931.92 |
| Total | 44,406.78 | 46,014.61 | 212,916.27 | 262,061.72 |

Water and wastewater management



Water resource is crucial for hospitality business and its services. Many of SHR hotels are located in the vicinity of water sources and communities. SHR is therefore committed to effective water management along with international service standards where we take natural water resources and community water supply into consideration. We carefully investigate our impact on the neighboring area or water sources on a regular basis. In addition, our care towards water sources reemphasizes Boon Rawd Brewery commitment that regards water as a significant sustainability factor.

Target

All of the hotels under SHR management must have higher greywater quality index than legal regulation, reduce amount of water use and greywater as much as possible, and must not have any complaint on water issue from the communities.

Business opportunities and risks

Opportunities

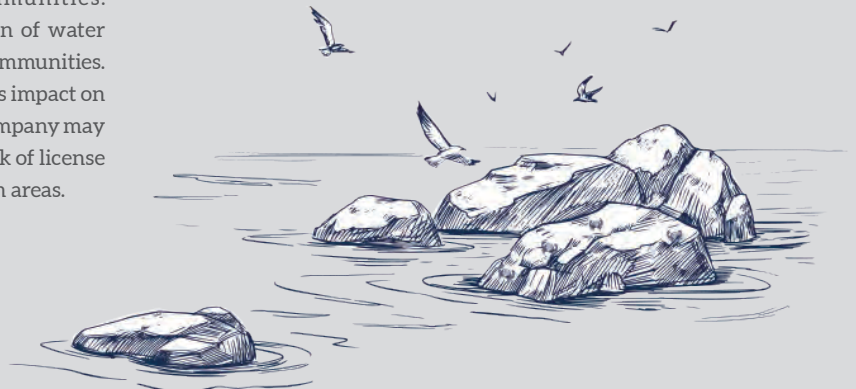
- Effective water management enables the hotels to run the business with sufficient water supply for the entire year without interruption and minimize complaints from communities or relevant authorities.
- Integration of water resource management is a commitment that carried on from Boon Rawd Brewery Group's mission regarding water sustainability. This can help build strong sustainability partnership in the future.

Risks

- Lack of effective water management can cause interruption to hotel operation, especially during dry season or in the area with water scarcity.
- Many of the hotels are located in the area of marine attraction and share natural water resource with communities. Overconsumption of water can lead to exploitation of water sources, and can lead water insufficiency for the communities. Likewise, if the Company do not monitor potential its impact on the area or natural sources within the vicinity, the Company may not be accepted by the community, leading to the lack of license to operate or breach of law and regulations in certain areas.

Management approaches

- **Set goals, action plans, and monitor progress**
SHR employ national and international hotel environmental management standards, especially water resources management, in corporate level. We also record consumption data of water within the area and from other water sources, and set additional goals to exceed legal requirement.
- **Monitor quality of water and greywater on regular basis**
Quality of greywater is regularly monitored to ensure that it meets legal requirement. There is a maintenance of wastewater treatment system to work efficiently. We employ technology and have wastewater qualified by third-party to ensure effective water management.
- **Encourage staff and customer participation**
Organize workshop for staff and encourage hotel guests to practice responsible water consumption.



Performance



Water consumption per unit*

33.63%

↓ reduction
at SAii Phi Phi
Island Village

8.19%

↓ reduction
at Santiburi
Koh Samui

62.58%

↓ reduction
at CROSSROADS
Maldives



Amount of recycled water

77.70%

at SAii Phi Phi
Island Village

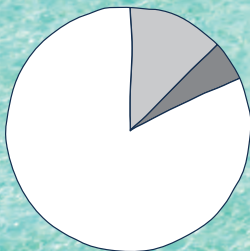
81.79%

at Santiburi
Koh Samui

49.02%

at CROSSROADS
Maldives

Water consumption and water sources (m³)



- Seawater**
CROSSROADS Maldives
592,898
- Natural water**
SAii Phi Phi Island Village
92,032
- Groundwater**
Santiburi Koh Samui
34,687



Water balance

Water withdrawal
719,617 m³

Water discharge
355,739 m³

Water consumption
363,878 m³

Remark * SAii Phi Phi Island Village and Santiburi Koh Samui is based on the unit (m³/room/year) CROSSROADS Maldives is based on the unit (m³/person/year)

Water consumption, water sources, and water treatment

Different hotel under SHR management uses different water source, depending on geographical profile of the area. In 2021, **SAii Phi Phi Island Village** used natural water sources by means of well and pond to contain raw water and collect water from other sources. The water flow then went through slow sand system before stored in the 200-cubic meter tank, 2 cement tanks, and a 30-cubic meter tank. The water was utilized in 2 ways: direct use of raw water, and use of freshwater undergone the Reverse Osmosis (RO) process to purify the water for the hotel wastewater system according to the hotel standards which consists of septic tank and separator, aeration tank, and sludge tank. Treated wastewater would be store in the tank. SHR utilized 100% of treated wastewater to water the tree in hotel.

The entire water consumption at **CROSSROADS Maldives** relies on seawater (100% seawater), as Maldives is a collection of islands and therefore the island was too far from municipal water supply. Thus, CROSSROADS Maldives required integrated water management and cooperation from all entities, including Hard Rock Hotel Maldives, SAii Lagoon Maldives, Curio Collection by Hilton, and other areas in the Township, ranging from retrieval of water from different sources, freshwater production, reclaimed water utilization, water storage, distribution for water consumption, and wastewater treatment, all of which are conducted by a centralized function.

Santiburi Koh Samui

relies on groundwater sources for consumption within the hotel. KPI in reducing water consumption was set to evaluate staff performance to ensure effective water consumption and minimize impact on natural water sources towards communities.

In addition to wastewater treatment before discharging into water sources, the hotel built a sediment dam to prevent sediment from getting into the ocean. We also treat wastewater in public canals that flows through the hotel before going into natural water sources.

Although the number of guests visiting the hotel in 2021 is significantly less than before and hence reducing total water consumption, when we compared amount of water consumption per unit, it is found that rate of water consumption per unit in the hotel decreased as well. The reduction in water consumption was 33.36% at SAii Phi Phi Island Village, 8.19% at Santiburi Koh Samui, and 61.96% at CROSSROADS Maldives.

Employee engagement and guest participation

Not only did each hotel have proper water management to promote responsible water consumption, but they also involved important stakeholder, hotel guests, to take part in reducing water consumption where there were signs in guest rooms and hotel application to promote easy way to reduce water consumption such as encouraging guests to reuse towels, bedsheet, or linen.

Moreover, every staff attended the workshop about the importance of saving water resources, energy, and environment on their orientation day to build the culture of environmental conservation from the first day of work.



Water balance year 2021 (m³)

| | | Santiburi Koh Samui ¹ | SAii Phi Phi Island Village ² | CROSSROADS Maldives ³ | Total |
|-----------------------------------|---|-------------------------------------|---|-------------------------------------|-------------------------|
| Water withdrawal | Total water withdrawal from all areas | | | | 719,617.00 |
| | • Natural water | - | 92,032.00 | - | 92,032.00 ⁴ |
| | • Groundwater | 34,687.00 | - | - | 34,687.00 ⁴ |
| | • Seawater | - | - | 592,898.00 | 592,898.00 ⁵ |
| | • Produced water | - | - | - | - |
| | • Third-party water | - | - | - | - |
| | Water withdrawal by water categories | | | | |
| | Freshwater (≤ 1,000 mg/L Total Dissolved Solids) | 34,687.00 | 92,032.00 | - | 126,719.00 |
| | Other water (> 1,000 mg/L Total Dissolved Solids) | - | - | 592,898.00 | 592,898.00 |
| Water discharge | Total water discharge destination | | | | 355,738.80 |
| | • Natural water | - | - | - | - |
| | • Groundwater | - | - | - | - |
| | • Seawater | - | - | 355,738.80 | 355,738.80 ⁶ |
| | • Produced water | - | - | - | - |
| | • Third-party water | - | - | - | - |
| | Water discharge by water categories | | | | |
| | Freshwater (≤ 1,000 mg/L Total Dissolved Solids) | - | - | - | - |
| | Other water (> 1,000 mg/L Total Dissolved Solids) | - | - | 355,738.80 | 355,738.80 |
| Water consumption ⁷ | Total water consumption from all areas | | | | 363,878.20 |
| | Water consumption | 34,687.00 | 92,032.00 | 237,159.20 | 363,878.20 |

Remarks: No change in size of water tank

¹ Located in Surat Thani, Thailand, with the level of water stress area at low-medium (10%-20%), referenced from the World Resources Institute

² Located in Krabi, Thailand, with the level of water stress area at low ($< 10\%$), referenced from the World Resources Institute

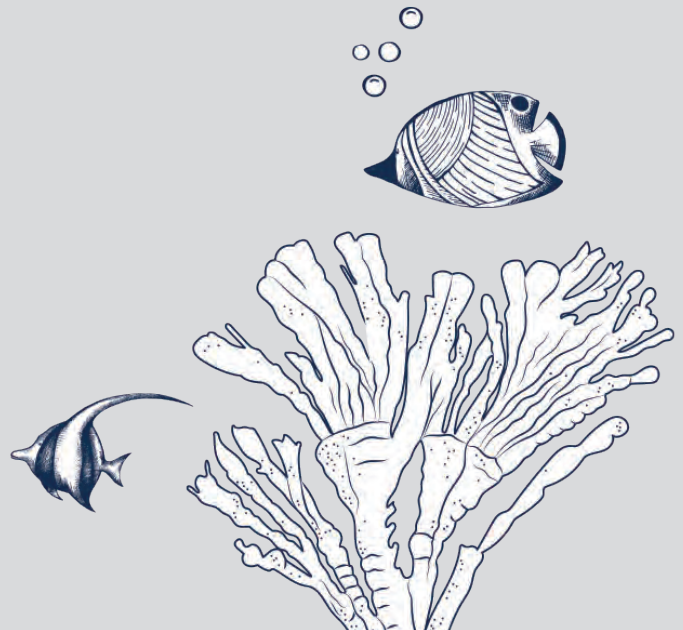
³ Located in Male', Republic of Maldives, but data of the water stress area level is unavailable, referenced from the World Resources Institute

⁴ The total amount is freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)

⁵ The total amount is other water ($> 1,000$ mg/L Total Dissolved Solids)

⁶ 60% RO rejected

⁷ Calculated from (water withdrawal – water discharge) = water consumption



Social



*The Marina @ CROSSROADS Maldives
-The enchanting heart of activity-*



Employment and Employee Wellbeing

Human Capital Development

Preservation of Local Heritage and Culture
and Community Engagement

Human Rights

Employee Wellbeing

Occupational Health and Safety



Taking Care of Employees and Personnel



In the eyes of SHR, employees are one of the most valuable assets a business can have. Taking care of employees and developing their potential aligns with the Company's commitment to good governance and has a positive effect on business productivity and competitiveness. Additionally, it contributes to organizational engagement and employee motivation. This is why SHR has put together a corporate culture and learning model that are reflective of our identity, to develop and advance our human resources through a combination of on-the-job and off-the-job training, as well as online training, both during normal office hours and while working from home, in courses appropriate for their age, career stage, and level of responsibility.

Target

The number of training hours in 2021 and 2022 is targeted at 48 hours per person per year, and employees at all levels shall receive equal opportunity for training and development.

Business opportunities and risks

Opportunities

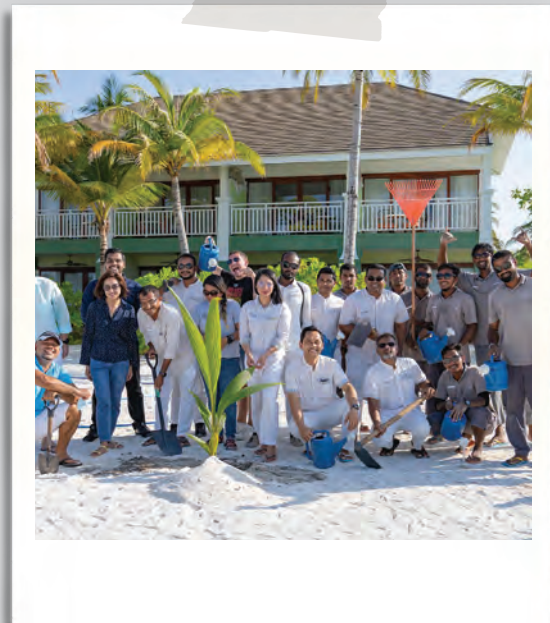
- The development of human capital makes SHR a high-potential Company and has a direct impact on the business's competitiveness, particularly in the hospitality and tourism industries because ability, talent, and superior customer service can make all the difference.
- Taking good care of employees is a critical selling point when it comes to attracting and retaining top talent in today's labor market. It distinguishes the organization as a desirable place to work and helps keep employees motivated to stay with the Company as new opportunities for career growth become available.

Risks

- Failure to develop employee potential results in a reduction in the competitiveness of the Company, as employees are unable to respond to customer needs and conduct business effectively.
- The Company is losing its ability to retain current employees and is unable to recruit talented individuals thriving on new challenges because there are not enough opportunities for them to grow professionally.
- Failure to provide adequate care for employees may result in increased employee turnover rates, which will affect the number of available workforces, increasing human resource management inefficiency, as well as any associated opportunity costs.

Management approaches

- **S Hotels & Resorts Employee Value Proposition**
Develop the Company's human resource structure and corporate culture to establish a reputation as a desirable organization in the hospitality industry.
- **Our PRIDE Moments**
Take Singha Estate's PRIDE Value and transform it into Our PRIDE Moment in the SHR style to create a pleasant working environment and a system of activities for employees.





Performance



Total
2,273 employees



1,521 male employees,
accounting for 66.92%



752 female employees,
accounting for 33.08%



Total training hours **1,112** hours,
an average of 27.80 hours/
person/year*



Training budget **Baht**
155,216* **25** courses
in sanitation, safety and
occupational health

Remark: *Head Office only

Employment and employee well-being

• Recruitment

The Company adheres to the belief that business success is determined by recruiting “the right good people and developing potential employees to stay with the organization sustainably,” using a system of screening personnel against international standards to determine basic qualifications. It also develops a job interview system that adheres to the “PRIDE” core value, which emphasizes human capital as a force that propels the Company forward and helps it achieve its business objectives effectively, while also developing individual career development plans for prospective employees to ensure their long-term retention with the organization. The Company has made a concerted effort to instill and cultivate such core values in its employees at the corporate headquarters and in the hotels, it manages and operates.

Proportion of senior management hired from the local community is

3.51%



The Company has a total of
2,273 employees.

1,981 full-time employees,
accounting for **87.15%.**

292 part-time employees,
accounting for
12.85%

579 employees working in Thailand,
accounting for
25.47%

885 employees working in the Republic of Maldives,
accounting for
38.94%.

801 working in other areas,
accounting for
35.59%

The Company has a total of
1,464 employees
at the hotels it manages and operates.

1,458 full-time employees,
accounting for **99.59%.**

6 part-time employees,
accounting for
0.41%

579 employees working in Thailand,
accounting for
39.55%

885 employees working in the Republic of Maldives,
accounting for **60.45%.**



- **Employee diversity**

SHR operates in a variety of locations worldwide, most notably in self-managed hotels such as the Republic of Maldives' CROSSROADS project. Diversity in the workplace creates a range of equal opportunities for women and men, local employees, and employees of various ages, which helps workers from different backgrounds better integrate into the workforce, which in turn boosts competitiveness and fosters long-term coexistence among workers.

The Company has not had any labor disputes in the last three years that have materially impacted its business operations or financial statements.



The Company has a total of
2,273 employees.

Gender

| | |
|---------------------------------------|---------------------------------------|
| 1,521 men, or 66.92% | 752 women, or 33.08% |
|---------------------------------------|---------------------------------------|

Race

| | | |
|-------------------|------------------------|----------------------|
| Thai ethnicity | Maldivian ethnicity | Other ethnicities |
| 25.38% | 24.55% | 50.07% |

Age

815 employees under 30 years old

1,339 employees between 30-50 years old

119 employees over 50 years old

The Company has a total of
1,464 employees
 at the hotels it manages and operates.

Gender

| | |
|---------------------------------------|---------------------------------------|
| 1,079 men, or 74.36% | 385 women, or 26.53% |
|---------------------------------------|---------------------------------------|

Race

| | | |
|-------------------|------------------------|----------------------|
| Thai ethnicity | Maldivian ethnicity | Other ethnicities |
| 39.41% | 38.11% | 22.47% |

Age

580 employees under 30 years old

838 employees between 30-50 years old

46 employees over 50 years old

- **Employee engagement, welfare and treatment towards employees**

Since its initial listing on the Thai Stock Exchange in 2019, the Company has provided a channel for employees to voice their opinions via the Employee Engagement Survey (EOS) to solicit constructive feedback and foster an understanding of employee expectations, preparing itself to become a Company that is thriving on a national and international scale.

The survey results educate the Company about the factors that it should develop to keep its employees happy at work and can help the organization foster employee bonding.

According to the results of this year's survey, executives in all lines of business place a premium on and take the initiative in developing work plans for tangible improvements to the organization and working environment to increase employee engagement with the Company to a level that is comparable to that of other leading organizations in the future.

Employee Engagement Score 2021

SHR Head Office
64%

Crossroads
Maldives
83%

SAii Lagoon
Maldives
79%

Hard Rock Hotel
Maldives
74%

More information about historical EOS scores, employment rates, headcount changes, and other employment statistics can be found on the 108-113 pages at the end of this report.

Human capital development

The Company has implemented the S Hotels & Resorts Employee Value Proposition strategy to attract the best talent through an innovative recruiting process. Its objective is to foster a long-term relationship between employees and the organization by investing in each employee's professional development and fostering an environment that values the creation of positive outcomes for the organization to inspire other employees to follow suit. These approaches include Recognition, Celebration, Survey & Feedback, Well-being of our Employees, Training & Support, Team Activities, Community Event and Rewards.



- Activities for a birthday celebration
- Activities commemorating the anniversary of employment
- Providing feedback through surveys on all Company's activities
- Training & Development
- Policy encouraging executives to listen to their employees



• Employee Training

In 2021, there were training programs and resources available to assist employees in obtaining training through a variety of courses which included both technical and soft skills, activities to foster positive relationships, and policies emphasizing environmental education and sustainability, anti-corruption, risk management, safety standards, and personal data protection through a series of knowledge and understanding tests, the results of which were evaluated under the Company's criteria.

Additionally, during the work-from-home period, the Company arranged for employees to participate in various training courses via e-learning that benefited their work, both internally and through external agencies.

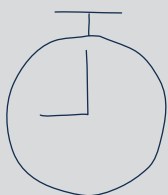
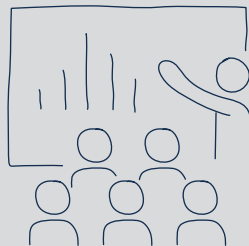
For new employees, the Company has incorporated knowledge about the environment and the Company's sustainability into the new employee orientation course (Familiarization Program/ Company Overview). Each time, information will be provided on the Company's social and environmental stewardship efforts, which have been made through its work to raise awareness and support for a shared responsibility to care for society and the environment sustainably.



Hours spent in training

Total
40,724 hours,
an average of
28.07
hours/person/year

Head office
1,112 hours,
an average of
27.80
hours/person/year



Self-managed hotels
39,611.52 hours,
an average of
28.07
hours/person/year

Examples of employee training courses

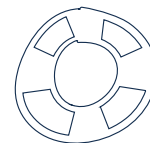
Mandatory courses for all employees

- Fire escape and fire drill
- Anti-corruption policies and practices
- Code of Conduct
- Enterprise Risk Management
- Health and safety standards in the face of the COVID-19 pandemic
- Privacy Policy



Courses for hotel staff

- Fire safety awareness program
- Disaster survival training
- Cardiopulmonary resuscitation (CPR)
- First aid for jellyfish stings
- Maintenance of gym and water sports equipment
- Water safety
- COVID-19 preventive measures for restaurants and spas
- Workshop on detecting COVID-19 using ATK
- Privacy and personal data protection law



Environmental and sustainability knowledge courses

- Orientation of new employees
- Industry-specific training programs and workshops on sustainability reporting
- Preparation of Sustainability Disclosures, under One Report criteria
- Energy-efficient strategy for staff restaurants



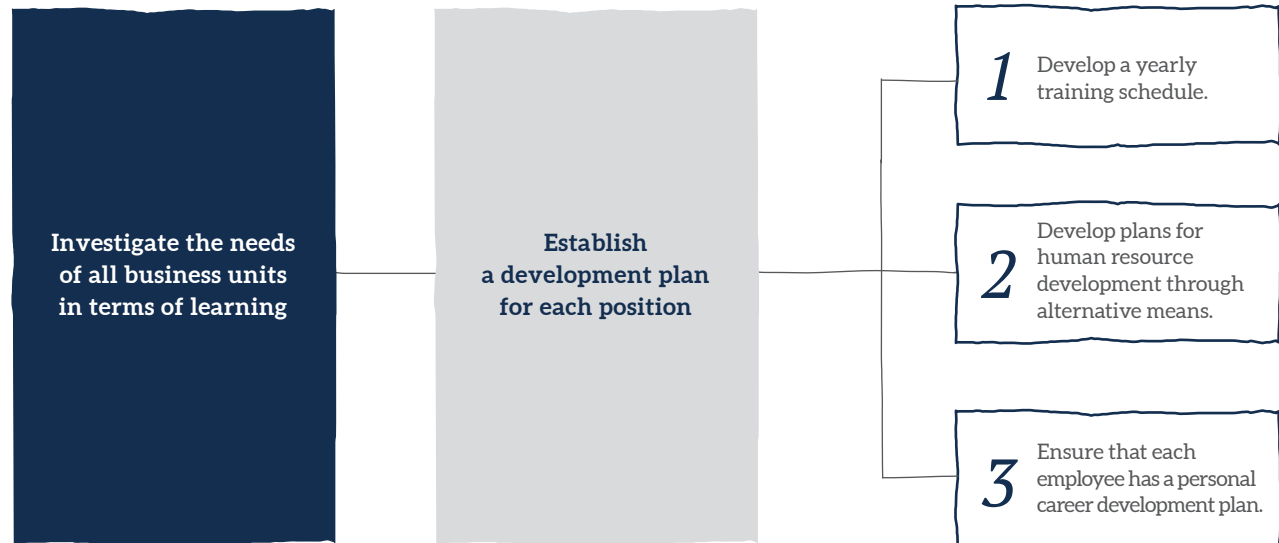
- **Equal learning opportunities**

The Company is committed to providing learning opportunities, developing potential, and advancing personnel in a manner consistent with the direction of the future business as well as to consider the development of knowledge and skills in each line of work. As a result, the Company has a process for customizing courses and developing the potential of employees for each individual by surveying learning requirements across all business units to determine the development plan for each position. The Company also develops an annual training plan and offers additional personnel development opportunities to support future business expansion and develop a career development plan for each employee, as well as cultivating potential and promoting advancement.

SHR is a global Company with operations in many countries. We value equal opportunity and equality for all without regard for any form of discrimination, including gender discrimination.



Techniques for tailoring a potential development training to the unique characteristics of each employee



Hours spent in training

Total

Male employees receive an average of

25.60 hours of training/person/year

Female employees receive an average of

38.45 hours of training/person/year

Head office

Male employees receive an average of

26.97 hours of training/person/year

Female employees receive an average of

28.30 hours of training/person/year

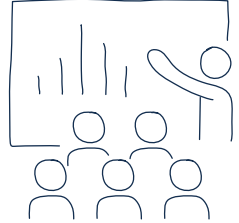
Self-managed hotels

Male employees receive an average of

25.58 hours of training/person/year

Female employees receive an average of

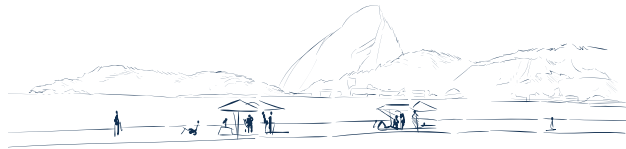
35.30 hours of training/person/year



- Employee engagement program

The Company instills environmental conscious for employees at all level via various channels of communication, activities and environmental projects. We emphasize on building awareness and real practices, for example;

- ✓ Beach clean-up activities
- ✓ Run for the sea on the World Ocean Day
- ✓ Run for the sea on the World Environment Day
- ✓ Energy-saving campaign on the Earth Hour Day



- Career development, work performance appraisal and fair compensation

The Company places a premium on employee development by providing each employee with an individual development plan tailored to their specific needs. Additionally, it evaluates employees' work performance against a key performance indicator and their competence through mid-year and end-of-year evaluations. The results of the appraisal are then used for human resource management, fair annual wage adjustments, bonus consideration, and job promotion for professional advancement.

Approximately Baht 865.24 million was spent on compensation for employees in 2021 by the Company and its subsidiaries. Compensation included salary, overtime pay, living allowances, bonuses, special allowances, social security money, and provident fund contributions, among other things.



Occupational health and safety

The Company has prioritized safety, sanitation, and a healthy work environment to ensure the physical and mental well-being of its employees and a safe working environment through program activities, communication, training, and compliance with applicable laws and regulations, such as

- Improving the hygienic and safe conditions of operation.
- Communicating safety procedures and assigning all personnel to keep the work area and public areas clean and orderly.
- Providing annual health examinations.
- Providing training, educating and raising awareness about the importance of workplace safety, sanitation, and a good working environment.
- Regulating and providing medical benefits to sick personnel, as well as protection benefits to disabled or deceased personnel.
- Providing a forum for commenting on ways to improve working conditions and work practices that are both safe and hygienic.

- **Occupational health and safety training**

As the COVID-19 pandemic continued into 2021, the Company arranged for training courses on cleanliness, hygienic practices, and self-care for its employees to avoid the virus spreading, in addition to the safety training courses on fire escapes and

general safety that the employees received on the first day of employment. Since the hotel industry is a service industry that may affect a broad range of users, SHR needed to focus on the pandemic issue, particularly in the hotel business that provides accommodation for tourists where all employees, whether hotel staff, cleaners, or spa staff, must complete all required occupational health courses.

In 2021, 25 courses were available to train personnel in human resources. Occupational health and safety training was provided to all employees (100%). The average number of training hours per person per year was 1.71 hours, with the following details:

All employees (100%)
received comprehensive
occupational health and safety
training.



Training hours per person,
on average,
1.71 hours/person/year

Examples of courses, target groups, and training results

| Course | Target Group | Business Unit | Number of Trainees |
|---|--|------------------------|--------------------|
| Workplace safety | Employees at all levels | Head office | 40 people (100%) |
| Maintenance of gym and water sports equipment | Employees at all levels of the Recreation Team | Santiburi Koh Samui | 3 people |
| Maintenance of fire extinguishing equipment | Engineering staff at all levels | Santiburi Koh Samui | 9 people |
| Lifeguard training | | SAii Laguna Phuket | 8 people |
| Ergonomics training | Employees at all levels | SAii Phi Phi Koh Samui | 90 people |

- **Hotel hygiene and safety standards**

As the situation surrounding the COVID-19 pandemic continues to deteriorate, hotel operators are required to adhere to SHA (Amazing Thailand Safety and Health Administration) standards. The SHA will instill confidence in both Thai and foreign tourists

as the country begin to relax restrictions and allows various businesses such as restaurants and hotels in tourist areas to open for their guests after receiving a certificate of the sanitary safety standard.

Currently, there are 3 groups of hygiene safety standards:

1. SHA Operators who wish to receive the certificate must adhere to the Department of Disease Control's requirements, whether it is to create a sanitary building and clean the appliances used in the building with cleaning equipment to prevent the spread of COVID-19, whether thermometers and hand gel alcohol are conveniently located for use, and preventative measures are established for the on-duty staff.
2. SHA+ or SHA Plus is an enhanced version of the SHA standard certificate. Operators seeking the SHA Plus certification must meet the SHA criteria and ensure that at least 70% of their total workforce receives two doses of COVID-19 vaccination.

To instill confidence in both Thai and foreign tourists, all employees (100%) in the reception or frontline must be vaccinated.

3. SHA++ or SHA Extra Plus is given to a hotel that not only complies with SHA+ standards but also has a partner hospital that is certified to conduct COVID-19 testing.

Currently, all of the Company's self-managed hotels in Thailand are certified to all applicable sanitary safety standards (100%). SAii Laguna Phuket is SHA+ certified, while SAii Phi Phi Island Village, SAii Koh Samui Choengmon, and Santiburi Koh Samui are all SHA++ certified.

All of the Company's self-managed hotels (100%) are
SHA+ and SHA++ certified.

Statistics on workplace accidents and illnesses among headquarters employees

| | Year 2019 | | Year 2020 | | Year 2021 | |
|---|-----------|-----------------------------|-----------|-----------------------------|-----------|-----------------------------|
| | Frequency | Incidence Rate ¹ | Frequency | Incidence Rate ¹ | Frequency | Incidence Rate ¹ |
| Recordable work-related injuries | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| High-consequence work-related injured (excluding fatalities) ² | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| Fatal occupational injuries | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| Lost time injuries | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| Occupational illness | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |

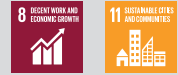
In 2021, the Company did not report any statistics on employee occupational accidents or illnesses, including no employee fatalities or serious injuries on the job.

Remark: ¹ Each unit is equivalent to 1,000,000 working hours.

² Occupational accidents are those that are fatal or result in the body being unable to fully recover to its pre-accident state within six months of the accident.



Community Engagement and Well-being



The foundation of a strong society begins with “Well-being.” SHR is committed to assisting people in society in all areas where it operates by developing and growing sustainably alongside SHR. The Company will develop individuals in society who have a secure careers and are capable of providing for themselves and their families happily through the employment of indigenous people to generate a stable income and develop the ability and skills of the local communities.

Target

No serious complaints from surrounding communities.

Business opportunities and risks

Opportunities

- Accepted by the society or granted a “License to Operate,” ensuring that the hotel’s business operations continue uninterrupted by community complaints and the hotel’s various projects that require community cooperation will succeed admirably.
- Create an opportunity for additional local hiring. These local staffs have a strong understanding of their local culture, traditions, and history, which will have a positive effect on the Company’s service and business development.
- Be welcomed by the community and local populace as its business expands into new regions.

Risks

- It creates a barrier to future business expansion because the Company may not be welcomed in the area or country in which it wishes to invest if it has ever suffered a loss of reputation in that area.
- Conflicts escalate to the point where the business becomes difficult or impossible to continue due to a lack of acceptance by society or the community, resulting in a long-term loss of reputation.

Management approaches

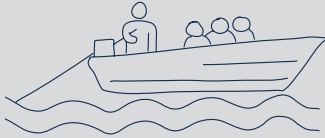
• Respect for sociocultural differences

Respect for diverse social culture is a necessary condition for community acceptance. Respect and dignity for the community and the indigenous residents can be demonstrated in a variety of ways such as hiring residents, supporting local products, and contributing to the preservation of local heritage and culture through the hotel’s activities.

All of this demonstrates how to foster engagement and demonstrate to the community that the Company accepts, respects, and honors people, cultures, and traditions, which are passed down from generation to generation, alongside the development of hotels and tourist attractions in the area for the region to grow sustainably.

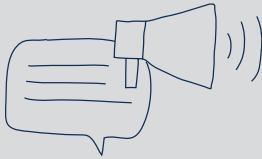


Performance



Long-tail boat services for SAii Phi Phi Island Village guests bring in over

Baht 7.2 million
in revenue each year for the community.



0 case

There have been
no significant cases or complaints
from the local community that
are relevant to the hotel's service.



4,029 tourists were exposed
to Maldivian culture as a result of
the Maldives Discovery Centre's
outreach efforts.



SHR will consider the impact on all groups of stakeholders equally in its business operations. As long as SHR can contribute to the local economy by creating jobs and supporting local products and businesses, it sees it as a win-win situation. This includes fostering and preserving the community's unique cultural heritage and creating action plans to minimize or eliminate the negative effects of projects on the community by listening to and analyzing community feedback to foster understanding, reduce, and prevent complaints from the community.

Local Employment

SHR is committed to creating jobs for locals in all of the communities in which it operates. This is to ensure that SHR contributes to sustainable development and growth. Hiring local staff benefits the community and area by providing a stable source of income and developing skills. Today, SHR employs both permanent and temporary employees in Thailand and the Maldives. Locals are employed at a rate of 53.22% on average or 52.65 according to the reporting boundary¹, of which 2.86% is senior management² hired from the local community at significant locations as per the reporting boundary.



Remark: ¹ Santiburi Koh Samui, SAii Phi Phi Island Village and CROSSROADS Maldives
² "Senior management" refers to Head of Department and above



Hotels in Thailand

Residents accounted for
34.69%
of the Company's
workforce with
751 employees.

71 Surat Thani residents,
or **42.26%** at Santiburi
Koh Samui and SAii
Samui Choengmon

6 Krabi residents,
or **3.31%** at SAii
Phi Phi Island Village

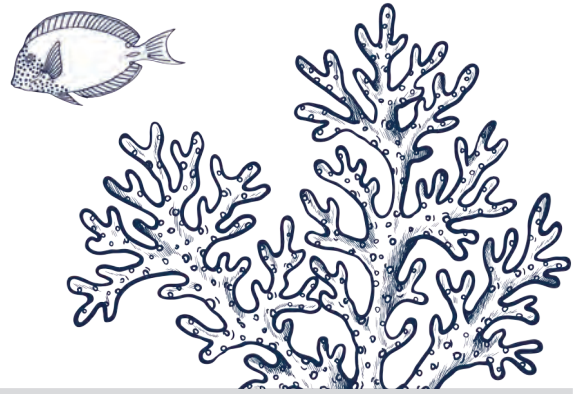
110 Phuket residents,
or **57.89%** at SAii
Laguna Phuket

CROSSROADS Project, the Republic of Maldives

564 Maldivians, accounting for **64.68%.**
(Excluding Konotta Maldives Resort)

Local procurement

The hotel business of the Company is global in scope, operating in both domestic and international markets. By purchasing locally produced goods, SHR can demonstrate its commitment to the community and help to encourage people in the community to establish distribution channels for community products as part of the project. This is done to establish a career, generate income, develop a community economy, and foster long-term participation in the community, among other things. By opening a souvenir shop inside The Marina @ CROSSROADS in a project such as the CROSSROADS project in the Republic of Maldives, the Company has created a distribution channel for community products such as handicrafts from local artisans in the country.



Santiburi Koh Samui

The hotel purchased **99.28%** of its food and beverage products from local businesses.

1.73 million baht
in value



SAii Phi Phi Island Village

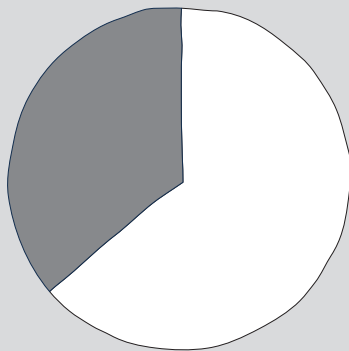
All ingredients

used in cooking were sourced entirely from local businesses, communities, and fishermen.

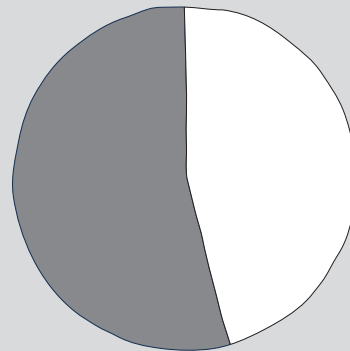
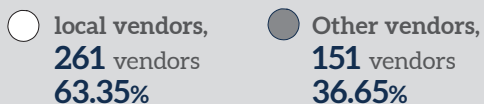
3.78 million baht
in value



CROSSROADS Maldives



Number of vendors



Local purchase in value

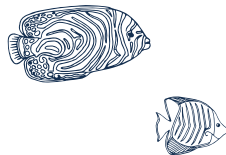


- Increase revenue for long-tail boat operators in the local community

SAii Phi Phi Island Village is located in Krabi Province, a region known for its long-tail boats. Tourists visiting Krabi want to customize their travel experience by taking a long-tail boat tour.

The hotel reached out to villagers operating long-tail boat tours to encourage them to increase their income and preserve their heritage and local identity. As a result, the hotel co-manages the long-tail boat service for tourists and employs villagers across the area.

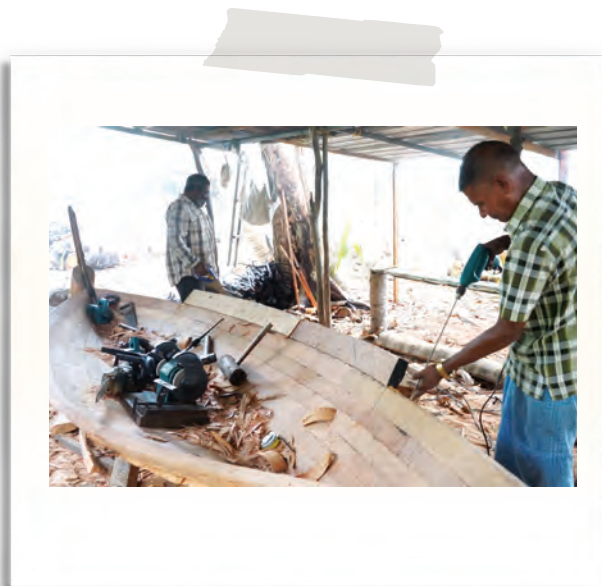
In 2021, the hotel generated over Baht 7.2 million in revenue for more than 30 families.



Preservation of local heritage and culture

SHR's business operations aim to improve the overall quality of life in the communities in which it operates, while also maintaining respect for all stakeholders by demonstrating respect for the indigenous culture that has been passed down through generations to preserve the area's natural beauty and prosperity.

- Incorporation of indigenous architecture or art into the hotel
Among the exhibits at our Marine Discovery Centre, which is located at the SAii Phi Phi Island Village, are a long-tailed boat and E Klub¹, a device that uses local wisdom to prepare the soil, demonstrating our commitment to preserving the region's rich cultural heritage and history. Moreover, much of the hotel's architecture takes cues from Southern architectural styles. Phatthalung woven bags, for example, are one of the many locally made souvenirs that can be purchased as a keepsake of tourists' vacations.



Remark: ¹ A rotary tiller, or locally referred to as E Klub, is a piece of soil preparation equipment that presses grass or rice straw into the soil or is used to level uneven ground.





- **Maldives Discovery Centre**

The cultural learning center was established as part of the CROSSROADS project in the Republic of Maldives through the presentation of local people's daily lives and contributes to preserving Maldivian people's traditional culture and way of life. It is displayed in five educational zones across a 500-square-meter exhibition area. In the year 2021, the center received 4,029 visitors. However, due to the COVID-19 pandemic, the center was closed and the hotel's operations were halted at various points throughout the year.

| | |
|---------------------------------------|---------------------------------------|
| Year 2019 9,048 visitors | Year 2020 5,507 visitors |
| Year 2021 4,029 visitors | |



- **Listening to community voices**

Each hotel of the Company strives to operate and rely on the community, as well as to participate in various community activities such as merit fairs and village football matches, to foster peaceful coexistence.

Additionally, the Company assisted in resolving community issues. The Company received complaints from the community of SAii Phi Phi Island Village regarding wastewater treatment and community waste.

In this regard, the Company took an active role in resolving issues and assuaging concerns by consulting with appropriate agencies in the area of the emerging problems. Although the hotel was not responsible for the wastewater and garbage, it recognized that protecting this beautiful environment and its resources is a shared responsibility.

As a result, a triangular partnership involving the local community, hotels, and government agencies works to find long-term solutions to environmental issues.

Governance



Sii Phi Phi Island Village
-Naturally wonderful-



Good Corporate Governance

Human Rights

Anti-corruption

Business Supply Chain Management

Customer Satisfaction
and Relationships

Customer Privacy
and Personal Data Protection



Good Corporate Governance



SHR understands the critical nature of conducting business in a transparent, fair, and ethical manner consistent with good corporate governance principles, which will improve the business's competitiveness and instill greater confidence in investors and all other stakeholders on a national and international scale. Operating the business under the aforementioned guidelines is critical to the organization's success and long-term growth and enables the Company to adapt to changing circumstances while also developing positive relationships with all stakeholders.

Target

Zero complaints of fraud or misconduct.

Business opportunities and risks

Opportunities

- The hospitality industry is a service business that necessitates a variety of business collaborations from business partners, joint ventures, vendors, and suppliers, among others. Thus, good corporate governance provides an opportunity to establish credibility and reassure stakeholders that doing business with us will be transparent, clear, and verifiable.

Risks

- Corporate governance inadequacy can result in issues of corruption. This can have an effect on a business's operating costs, contribute to unreliability, and create a lack of transparency. SHR's poor reputation may also harm other Singha Estate affiliates.

Management approaches

• Define roles and responsibilities

The Company has segregated the roles and responsibilities of the board of directors and management to ensure that each position's duties are clearly defined and that a system of checks and balances and management audits are in place to ensure that the Company's management is effective and transparent.

• Good corporate governance policy and practices

The Company maintains policies and practices that promote sound corporate governance and is constantly reviewing and updating them to ensure compliance with new laws that become effective.

• Establish 8 guiding principles for practice

The Board of Directors established operating guidelines to instill confidence in shareholders, investors, and all other stakeholders. Its objective is to ensure that shareholders' rights, as well as the Company's obligations to its shareholders and stakeholders, are treated equally, and that they will receive information that is transparent and verifiable in an equitable manner.

• Communication & training

To communicate policies and practices related to good corporate governance to employees, executives, and directors, as well as to provide avenues for receiving complaints.





Performance



For the second year in a row, the Company received **a perfect score of 100** from the AGM Assessment Program for its 2021 Annual General Meeting of Shareholders.



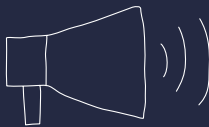
The Thai Institute of Directors (IOD) awarded the Company an **“EXCELLENCE” rating** or a 5-star rating in its Corporate Governance Assessment of Thai Listed Companies (CGR).



There were **no complaints or corruption cases** brought against the Company by internal or external parties.



The risk of corruption was assessed in every business unit to a **100%** degree.



100% Anti-corruption practices were communicated to all directors and employees in their entirety.

Corporate governance policy

SHR has maintained a strong corporate governance policy that covers critical topics ranging from the structure, roles, duties, and responsibilities of the Board of Directors to the principles of executive management with transparency, clarity, and verifiability by following the SEC's 2017 guidelines and practices for good corporate governance for publicly traded companies as a guide for corporate management, ensuring that SHR's operations are conducted fairly and in the best interests of all stakeholders. Eight principles conform to the essence of a sound corporate governance policy. They are as follows:

8 principles

- 1** | The Board of Directors' role and responsibilities as a leader of the organization creates sustainable value for the business.
- 2** | Defining the primary goals and objectives of sustainable enterprises.
- 3** | Enhancing the effectiveness of the Board of Directors.
- 4** | Senior executive recruitment and development, as well as human resource management.
- 5** | Innovating and promoting ethical business practices.
- 6** | Establishing risk management and appropriate the internal control system.
- 7** | Sustaining financial credibility and transparency.
- 8** | Encouraging and facilitating communication and engagement with shareholders.

Compliance with corporate governance guidelines

In 2021, the Board of Directors adhered to the following corporate governance guidelines.

- **Review good corporate governance policy**
The review was conducted under the Securities and Exchange Commission's 2017 Code of Conduct and Good Corporate Governance Practices for Listed Companies ("CG Code"). The Board incorporated previously unimplemented practices to strengthen SHR's corporate governance in light of the current business context and environment and emphasized the critical nature of sustainability by taking the environment, society, and corporate governance into account (ESG).
- **Conduct a review and amendment of the Board of Directors and all subcommittee charters.**
The Board thoroughly reviewed the charters to ensure they were modern, up to date, and consistent with applicable laws and regulations, as well as changing circumstances. The Board then approved amending the Board of Directors' charter to include a provision limiting the term of office of an independent director to nine consecutive years.
- **Support and promote communication on anti-fraud and anti-corruption practices**
The Board emphasized the importance of anti-corruption participation and raised awareness among employees at all levels by implementing e-Learning-based training and establishing an internal control system to prevent any form of corruption, including accepting or giving bribes.
- **Support and promote communication and review best practices and code of conduct**
The Board emphasized the critical nature of all employees understanding that business operations must be transparent, ethical, and honest and that they must maintain accountability when conducting business to protect stakeholders' interests and build investor confidence.



- **Support and promote training on the Personal Data Protection Act for employees at all levels**

The Company places a premium on adhering to the principles of good corporate governance for listed companies as defined by the Stock Exchange of Thailand and the Securities and Exchange Commission. The Board of Directors considered and re-evaluated the adoption of the Good Corporate Governance Principles for Listed Companies 2017 (CG Code) in 2021, tailoring them to the business environment. The Board would remain fully committed to adhering to all applicable good corporate governance principles. Additionally, it assessed the CG Code's overall compliance to determine which areas SHR needed to improve and correct. All of this was done to bolster SHR's already strong corporate governance. However, there were a few areas where SHR fell short of adhering to good corporate governance principles, which are described in the Corporate Governance section of Form 56-1 One Report under the heading "Assessment of Compliance with Good Corporate Governance and the CG Code."

Code of Conduct

The Code of Conduct establishes a framework for directors, executives at all levels, all employees, and all related parties to acknowledge and fulfill their responsibilities with a conscience of integrity, morality, and ethics, while also preserving the Company's reputation. Additionally, they must conduct themselves in a manner consistent with professional business operations, while also being accountable to the economy and society at large. They must also adhere to information disclosure practices, as well as practices regarding the receipt of money, gifts, and other benefits, as well as customer and business partner treatment.

The SHR Code of Conduct can be found on the Company's website at www.shotelsresorts.com in the Investor Relations section or by scanning the QR Code here.



Scan the QR code to learn more about:
"Code of Conduct"

Anti-corruption policies and practices





SHR recognizes the critical nature and necessity of combating all forms of corruption, whether through promises, requests, solicitations, offering or accepting bribes, or other acts of corruption. This is accomplished by adhering to sound corporate governance principles and conducting business with social and stakeholder responsibility and serves as a guideline for SHR personnel's practice. Additionally, SHR established an anti-corruption policy that applies to all businesses in all countries and all relevant departments. All personnel must strictly adhere to the anti-corruption policy, charter, and code of conduct and abstain from any form of corruption, whether direct or indirect.

SHR's anti-corruption policies and practices are available on its website, at www.shotelsresorts.com in the Investor Relations section, and in the annual report S Hotels and Resorts Public Company Limited, pages 138-139, or otherwise, you can scan the QR Code here to learn more about SHR's anti-corruption policies and guidelines.



Scan the QR code to learn more about:
"Anti-corruption Policy"

Code of Conduct

-  Best Practices for Business Operations
-  Best Practices for directors
-  Best Practices for the Company's Executives
-  Best Practices for the Company's Employees

According to the framework
of comprehensive enterprise
risk management,

100%

of all business units have been
assessed for corruption risks.

Communication and training in corporate governance-related courses

SHR has communicated the Company's Anti-corruption Practice Guidelines and Code of Conduct via the following channels:

- **Training**

All new directors and employees must be educated and trained about the Code of Conduct and anti-corruption policies. They will be communicated through periodic Company training events or annual seminars on various forms of corruption, including the risk of becoming involved in corruption and how they can act as whistleblowers. Additionally, directors and employees are urged to act with integrity, honesty, and accountability in carrying out their duties and responsibilities. A common understanding regarding the giving and receiving of gifts, property, or any other benefits will be instilled in all employees during training. This includes providing entertainment to customers for business or traditional purposes, providing financial support, making charitable contributions, or providing political assistance and support.

- **Code of Conduct and anti-corruption testing**

All SHR employees, executives, and directors (accounting for 100% of the workforce) must study for and complete the e-Learning test, earning a perfect score of 100 percent to pass.

- **Acknowledgment signing**

In addition to training and knowledge testing, SHR requires all employees to sign an acknowledgment and understanding of the code of conduct principles to declare their commitment.

- **Communication to the public**

The Company communicates and disseminates its anti-corruption policy, including channels for reporting suspicious activity or complaints, to the general public, its subsidiaries and affiliated companies, as well as business representatives, related business partners, and stakeholders, via a variety of channels such as the Company's website, Form 56-1 One Report, and others, to foster understanding and support adherence to the same anti-corruption and social responsibility standards as the Company.

- **Other channels**

The Company also publishes information on intranet public relations boards, emails, the Company's website, internal communication system (Intranet) announcements, internal public relations materials, emails, and websites, among other places.

Good corporate governance training and practices

Anti-corruption



e-Learning course "Anti-fraud and Corruption" Online Learning

All employees must attend a three-hour training session.



Signing document "Compliance Form for Employee to declare a relationship with Supplier/Vendor"

Each employee must sign a form disclosing information about their internal relationships in the Company and relationships with external partners and contract parties of the Company.

Risk Management



e-Learning course "Enterprise Risk Management: ERM"

All employees must attend a three-hour training session.



e-Learning course "Business Continuity Management: BCM"

All employees must attend a three-hour training session.



"Risk Management Workshop"

Executives at AVP – SVP levels must attend a four-hour training session.

Good Corporate Governance



e-Learning course "Code of Conduct"

All employees must attend a three-hour training session.



e-Learning course "Personal Data Protection Act: PDPA"

Beginning in 2021, all new employees 2021 must attend a three-hour training session.

Risk culture

The risk management culture is one of the factors that contribute to the Company's corporate governance being more comprehensive and effective. The Company's core values include integrated risk management, and the Company's risk management strategy is aligned with those values. The Company provides all employees with e-Learning training on fundamental enterprise risk management. This includes organizing risk management workshops for senior executives to practice applying risk management concepts and tools in their daily work.

D – DYNAMIC is a component of the Company's PRIDE values, which include the following: 1) being optimistic and prepared to deal with any situation, 2) constantly developing themselves and their colleagues to stay current with business trends and dare to think outside the box and offer alternative perspectives; and 3) optimizing quality according to each unique situation. These characteristics necessitate continuous risk management and consideration of all dimensions of risk factors to ensure that they are prepared for any future changes.

In 2021, risk management was defined as one of the criteria for developing or approving new products or services by the Company. The Company's risk management framework requires that investment in new business projects be risk assessed and presented to the Risk Management Committee for consideration and approval before being presented to the Board of Directors for investment approval.

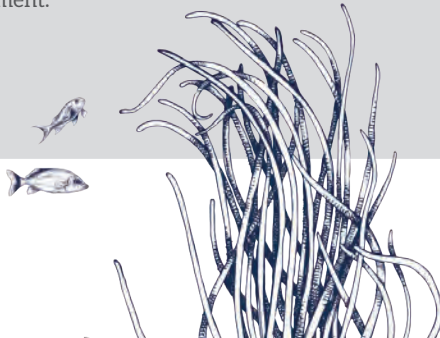
This enterprise risk management policy established a "Risk Coordinator" to act as a liaison between the risk owner and the risk management department.

Whistleblowing Policy

SHR has implemented a Whistle Blowing Policy, ensuring that there is an effective mechanism for receiving complaints about fraud and misconduct.

Complaints are made under the Whistleblower Policy.

- 1) In case of misconduct
- 2) In case of fraud, the following individuals will be involved:
 - 2.1 The person who lodges a complaint.
 - 2.2 The person who receives a complaint.
 - 2.3 The person who coordinates a complaint.
 - 2.4 The person who is the subject of a complaint.
 - 2.5 The person who assists in the investigation of complaints.
 - 2.6 The person who investigates a complaint.
 - 2.7 The person with the authority to decide on the outcome of the complaint and impose punishment.



At the moment, the Company has four channels for receiving complaints:

- 1) **By mail addressed** to the Chairman of the Board of Directors or the Chairman of the Audit Committee at S Hotels and Resorts Public Company Limited, 123 Sun Towers Building B, 10th Floor, Vibhavadi Rangsit Road, Chomphon Sub-district, Chatuchak District, Bangkok 10900.
- 2) **By electronic mail** to the Company Secretary Department at comsec-shr@shotelsresorts.com
- 3) **On the Company's website:** www.shotelsresorts.com under Investor Relations > contact us > whistleblowing box
- 4) **Feedback/comment/complaint box**

The Company has established a process for investigating complaints and safeguarding whistleblowers. The identity of the whistleblower will not be disclosed, and the information provided by the whistleblowers will be kept strictly confidential. The whistleblower and those concerned will receive appropriate protection and their identities will not be disclosed to unrelated parties unless required by law. It is the responsibility of those who receive the complaint to maintain the confidentiality of such information. If there is an intentional violation of the Company's information disclosure policy, the Company will take disciplinary action and/or legal action against those who violate it.

If the Company determines that the individual being investigated violated the anti-corruption policy, the Charter and the Code of Conduct, the individual will face disciplinary action under the Company's regulations. Such a person may face legal, civil, and criminal penalties, or maybe prosecuted under other applicable laws.

Additional information about the Whistle Blowing Policy, including the complaint investigation process, is available on the Company's website at www.shotelsresorts.com under Investor Relations and in the annual report S Hotels and Resorts Public Company Limited, pages 118-119, or by scanning the QR Code here.



Scan the QR code to learn more about:
"Whistleblowing Policy"

Details on good corporate governance and other related policies are available in SHR's annual reports and publications, or by scanning the QR code here.



Scan the QR code to learn more about:
"Corporate Governance Policy"

Human Rights



Human rights are fundamental principles that require that all people be respected, treated fairly, and protected equally. Due to the Company's global operations, it is exposed to the diversity and differences inherent in each social landscape. Respect for human rights is thus a material sustainability topic of the business.

Target

Zero human rights dispute cases.

Business opportunities and risks

Opportunities

- Respect for human rights is a universal principle and a necessary component of sound corporate governance. Recognizing and respecting human rights provides an opportunity to expand business relationships with partners and other stakeholders and to be accepted by the community in which the Company expands into the hotel business.

Risks

- The Company operates in a variety of countries with a sociocultural difference. Incompatibility with local culture, diversity, and differences, or disrespect for indigenous people, may result in the Company's 'license-to-operate' in that area.
- Human rights remedies are difficult to quantify financially, which may jeopardize the Company's reputation or result in significant long-term costs.
- Human rights are a global issue that countries all over the world value. If the Company or one of its hotels is involved in an unacceptable human rights dispute, it may result in the loss of business opportunities. This is because many businesses today avoid doing business with companies that are prone to human rights violations. Hotels may lose customers who are opposed to human rights violations and will boycott the hotel's services.
- SHR has employee diversities, ranging from gender, race, religion and sociocultural diversity from different region. Disrespect on any differences might impact on employee attraction and business expansion in the future.

Performance

Zero

human rights dispute cases



Respect for human rights

The Company's human rights policies are consistent with those of Singha Estate, as SHR is a subsidiary of Singha Estate. It operates following the spirit of the Universal Declaration of Human Rights of the United Nations and promotes the application of human rights principles in accordance with these international standards.

Respect for human rights is also a component of a sound corporate governance policy and serves as a guide for conducting business with all stakeholders. This includes subsidiaries, joint ventures, and strategic partners located throughout SHR's value chain.

- **Protect and respect**

The Company understands that all people's lives and human dignity must be respected, which serves as the foundation for human resource management and development, as well as the development of human relationships in society. As a result, the Company has policies in place to promote and encourage the implementation of fundamental human rights principles and equality regardless of race, color, gender, language, religion, political beliefs, or any other form of belief, ethnic origin, or social status, property, origin, or status.



- **Avoid and do not support**

The Company conducts routine inspections and ensures that its operations do not involve the violation of individuals' rights and freedoms, both directly and indirectly. For example, the Company opposes forced labor and the use of child labor. The Company values and treats all stakeholders fairly, per human dignity as well as promoting internal oversight of the Company's compliance with human rights requirements.

- **Remedy**

Additionally, the Company has policies in place to encourage and enable employees to express their opinions or file complaints about alleged violations of individual rights through the Company's various channels.

Business Supply Chain Management

The Company places a premium on stakeholders throughout the value chain of the business. Due to the broad reach of the Company's hotel business, it has the potential to have a significant impact on society and the environment. As a result, the Company maintains an active relationship with the surrounding communities, villagers, indigenous people, academics, and business partners, including government and private agencies. Collaboration across the value chain will improve the ability of businesses to operate sustainably.

Procurement and vendor selection

The management of the supply chain can be divided into two components: the procurement process run by the head office and the procurement process run by the hotel. The head office's procurement process will include pre-qualification of vendors, which will serve as a criterion for evaluating and screening project vendors under Singha Estate's policies and practices.

The hotel's procurement process remains consistent with the group's core policy but may include additional details that are suitable for each area. However, all self-managed hotels practice environmentally friendly procurement, emphasizing the purchase of local products to support the local economy, as well as the purchase of raw materials from fishermen.

• Environmentally friendly procurement

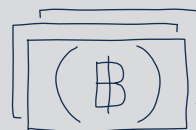
Apart from environmental impact mitigation from the business operations, each of our self-managed hotel also conduct an environmentally friendly practices to create a sustainable hospitality business supply chain.

For Santiburi Koh Samui, the hotel has embeded environmental-friendly criteria in its procurement manual.

Value of environmentally friendly procurement by hotels

Hard Rock Hotel Maldives
1.5 million USD

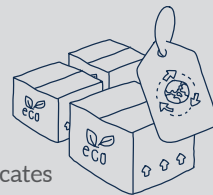
SAii Phi Phi Island Village
3.64 million baht



Environmentally friendly procurement

Santiburi Koh Samui

- ✓ Green label
- ✓ Energy-saving label no. 5
- ✓ Energy-saving products
- ✓ Other standards or certificates



Managing the risks associated with business partners

The Company has established a process for identifying economic, social, and environmental risks posed by its suppliers in connection with the projects undertaken by its head office. Suppliers must conduct self-evaluations in the following areas:

- Control of product, service, and delivery quality, as well as management of business continuity
- Corporate and economic governance
- Corporate social responsibility
- Communal and environmental responsibility

The Company has informed both existing and new vendors of the initial supplier selection criteria in this regard. The assessment scores are used as part of the Company's partner selection criteria (Pre-qualification) to mitigate vendor risk.

Management approaches

The Company established the **Environment and Biodiversity Management Handbook during the Construction Phase – CROSSROADS Maldives** in 2021 as part of a construction agreement and/or contract, which the contractor must strictly adhere to, and will be used for regular on-site sustainability audits of contractors in the Republic of Maldives, according to the steps of each phase of construction. This is a guideline for safeguarding

the environment and biodiversity during construction and mitigating risk throughout the Company's supply chain. The handbook discusses environmental issues that may have an impact on marine biodiversities, such as minimizing the use of packaging materials in construction to avoid waste becoming marine debris, properly separating and disposing of trash, disposal of treated water in a manner that does not harm corals, beach and coastal cleaning, and so on.

Risks associated with the supply chain's sustainability

• Environmental risks

Due to the Company's presence in numerous regions throughout the world, certain operations require the cooperation of or operations performed on behalf of the Company by business partners. For instance, a construction project in the Republic of Maldives may involve contractors and subcontractors in the area, and if these contractors lack vigilance in their business, it may pose a threat to marine natural resources. This has always been the Company's first priority.

Additionally, the Company may have to exercise caution in promoting products from that community that results from environmental destruction or harm marine biodiversity such as fishermen catching rare marine animals or within the national park's boundaries, or contractors may use plants that aren't native to the area or that aren't suitable for the ecosystem in the project's landscape.

• Social and community risks

Same as environmental risks, the Company owns and operates hotels and resorts throughout the world. Thus, respect for diversity, engagement with the local community, and compliance with human rights are critical to avoiding social and community risks throughout the supply chain.

Additionally, the issue of fraud and corruption is a social risk that can occur anywhere along the Company's supply chain. As a result, the Company must have effective management and vigilance in place to avoid fraud and corruption.



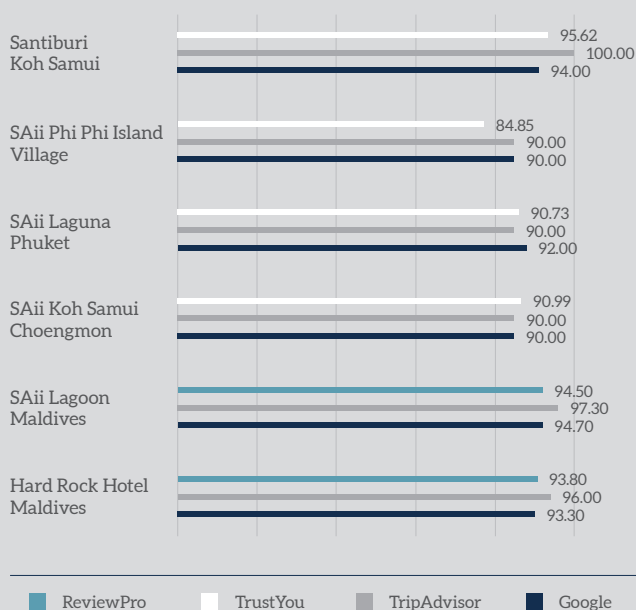
Creating an experience for customers at every stage of their journey

Customer satisfaction and relationships

The Company is dedicated to providing customers with the best possible experience and impression, enriching each travel experience through employee development and service quality. And, perhaps most importantly, listening to feedback from customers who are the Company's most critical stakeholders.

SHR established a channel for listening to the opinions of various customers in each hotel and used those opinions to continuously improve the quality of service. Each hotel is required to produce a monthly summary of customer satisfaction feedback to ensure that customer feedback is closely and continuously monitored. At the end of 2021, TrustYou, Google, TripAdvisor, and ReviewPro conducted customer satisfaction surveys for the Company's hotels in Thailand and the Republic of Maldives. The graph below summarizes the results of customer satisfaction surveys.

Customer satisfaction review score for the Company's hotels in 2021 (%)



Remark: Data from Jan - Dec 2021, except SAii Koh Samui Choengmon which has only 1-month data for Dec 2021 after the hotel opened for operation.



Customer privacy and personal data protection

The Company is sensitive to its customers' privacy concerns and has implemented practices to address them consistently. Recently, the Company established a Personal Data Protection Policy for its operations to ensure compliance with the Personal Data Protection Act B.E. 2562 and international data protection standards. Additionally, it establishes rules for the protection of data subjects' personal information and appropriate security measures to guard against the loss, access, use, alteration, modification, or disclosure of personal data without authorization or in violation of the law. These measures are reviewed on an as-needed basis or in response to changing circumstances.

Training is also provided to ensure that all employees, whether they work in the head office or the hotels, understand the value of personal data and the risks associated with it. The training ensures that staff cooperates with the Act's implementation, thereby reducing the risk of personal information being leaked or used maliciously. It also assists in reducing the likelihood that the Company will be forced to forfeit resources or assets as a result of a lawsuit. Additionally, it aims to establish the Company as a credible entrepreneur that adheres to the principles of good corporate governance at all times.

As of the end of 2021, no complaints had been filed regarding alleged violations of the aforementioned law or privacy policy.



Employee Statistics

Total number of employees by type of contract and gender

| Hotel properties | Unit | Permanent employee | | | Temporary/ contract employee | | | Total | | Grand total |
|------------------|------|--------------------|--------|-------|------------------------------|--------|-------|-------|--------|-------------|
| | | Male | Female | Total | Male | Female | Total | Male | Female | |

Head office and self-managed hotels

| | | | | | | | | | | |
|--|--------|---------|--------|---------|-------|-------|-------|---------|--------|---------|
| Head Office | Person | 15 | 25 | 40 | - | - | - | 15 | 25 | 40 |
| | % | 37.50% | 62.50% | 100.00% | 0.00% | 0.00% | 0.00% | 37.50% | 62.50% | 100.00% |
| SAii Lagoon Maldives, Curio Collection by Hilton | Person | 199 | 34 | 233 | - | - | - | 199 | 34 | 233 |
| | % | 85.41% | 14.59% | 100.00% | 0.00% | 0.00% | 0.00% | 85.41% | 14.59% | 100.00% |
| Hard Rock Hotel Maldives | Person | 283 | 44 | 327 | - | - | - | 283 | 44 | 327 |
| | % | 86.54% | 13.46% | 100.00% | 0.00% | 0.00% | 0.00% | 86.54% | 13.46% | 100.00% |
| Marina @ CROSSROADS | Person | 280 | 32 | 312 | - | - | - | 280 | 32 | 312 |
| | % | 89.74% | 10.26% | 100.00% | 0.00% | 0.00% | 0.00% | 89.74% | 10.26% | 100.00% |
| SAii Phi Phi Island Village | Person | 99 | 82 | 181 | - | - | - | 99 | 82 | 181 |
| | % | 54.70% | 45.30% | 100.00% | 0.00% | 0.00% | 0.00% | 54.70% | 45.30% | 100.00% |
| Santiburi Koh Samui | Person | 66 | 64 | 130 | 6 | - | 6 | 72 | 64 | 136 |
| | % | 48.53% | 47.06% | 95.59% | 4.41% | 0.00% | 4.41% | 52.94% | 47.06% | 100.00% |
| SAii Laguna Phuket | Person | 190 | - | 190 | - | - | - | 190 | - | 190 |
| | % | 100.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 100.00% |
| SAii Koh Samui Choengmon | Person | 17 | 15 | 32 | - | - | - | 17 | 15 | 32 |
| | % | 53.13% | 46.88% | 100.00% | 0.00% | 0.00% | 0.00% | 53.13% | 46.88% | 100.00% |
| Konotta Maldives Resort | Person | 13 | - | 13 | - | - | - | 13 | - | 13 |
| | % | 100.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 100.00% |
| Total | Person | 1,162 | 296 | 1,458 | 6 | - | 6 | 1,168 | 296 | 1,464 |
| | % | 79.37% | 20.22% | 99.59% | 0.41% | 0.00% | 0.41% | 79.78% | 20.22% | 100.00% |

Hotels managed under the third-party hotel management agreement (the Outrigger Hotel)

| | | | | | | | | | | |
|-----------|--------|--------|--------|---------|--------|--------|---------|--------|--------|---------|
| Outrigger | Person | 302 | 221 | 523 | 140 | 146 | 286 | 442 | 367 | 809 |
| | % | 57.74% | 42.26% | 100.00% | 48.95% | 51.05% | 100.00% | 54.64% | 45.36% | 100.00% |
| Total | Person | 1,464 | 517 | 1,981 | 146 | 146 | 292 | 1,610 | 663 | 2,273 |
| | % | 64.41% | 22.75% | 87.15% | 6.42% | 6.42% | 12.85% | 70.83% | 29.17% | 100.00% |

Total number of employees by type of contract and location of operations

| Hotel properties | Unit | Permanent employee | | | Temporary employee | | | Grand total | | |
|------------------|------|--------------------|----------|-------|--------------------|----------|-------|-------------|----------|-------|
| | | Thai | Maldives | total | Thai | Maldives | total | Thai | Maldives | total |

Head office and self-managed hotels

| | | | | | | | | | | |
|--|--------|---------|---------|---------|-------|-------|-------|---------|---------|---------|
| Head Office | Person | 40.00 | - | 40.00 | - | - | - | 40.00 | - | 40.00 |
| | % | 100.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 100.00% |
| SAii Lagoon Maldives, Curio Collection by Hilton | Person | - | 233.00 | 233.00 | - | - | - | - | 233.00 | 233.00 |
| | % | 0.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% |
| Hard Rock Hotel Maldives | Person | - | 327.00 | 327.00 | - | - | - | - | 327.00 | 327.00 |
| | % | 0.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% |
| Marina @ CROSSROADS | Person | - | 312.00 | 312.00 | - | - | - | - | 312.00 | 312.00 |
| | % | 0.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% |
| SAii Phi Phi Island Village | Person | 181.00 | - | 181.00 | - | - | - | 181.00 | - | 181.00 |
| | % | 0.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 100.00% |
| Santiburi Koh Samui | Person | 130.00 | - | 130.00 | 6.00 | - | 6.00 | 136.00 | - | 136.00 |
| | % | 95.59% | 0.00% | 95.59% | 4.41% | 0.00% | 4.41% | 100.00% | 0.00% | 100.00% |
| SAii Laguna Phuket | Person | 190.00 | - | 190.00 | - | - | - | 190.00 | - | 190.00 |
| | % | 0.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 104.97% |
| SAii Koh Samui Choengmon | Person | 32.00 | - | 32.00 | - | - | - | 32.00 | - | 32.00 |
| | % | 0.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 23.53% |
| Konotta Maldives Resort | Person | - | 13.00 | 13.00 | - | - | - | - | 13.00 | 13.00 |
| | % | 0.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 9.56% |
| Total | Person | 573 | 885 | 1,458 | 6 | - | 6 | 579 | 885 | 1,464 |
| | % | 39.14% | 60.45% | 99.59% | 0.41% | 0.00% | 0.41% | 39.55% | 60.45% | 100.00% |

Remark: Excluded the Outrigger hotel as it is managed under the third-party hotel management agreement and not included in the reporting boundary

Employee diversity of each properties by employee level and gender

| Diversity criteria | | | Unit | Operations/ service | Senior management | Head office | Total | Grand total | % |
|---|--------------|---------------------------|--------|------------------------|----------------------|-------------|--------|----------------|--------|
| Head office and self- managed hotels | Gender | Male | Person | 991 | 78 | 10 | 1,079 | 1,464 | 100.0% |
| | | | % | 67.69% | 5.33% | 0.68% | 73.70% | | |
| | | Female | Person | 317 | 45 | 23 | 385 | | |
| | | | % | 21.65% | 3.07% | 1.57% | 26.30% | | |
| | Age range | Below 30 years old | Person | 571 | 3 | 6 | 580 | 1,464 | 100.0% |
| | | | % | 39.00% | 0.20% | 0.41% | 39.62% | | |
| | | 30-50 years old | Person | 708 | 103 | 27 | 838 | | |
| | | | % | 48.36% | 7.04% | 1.84% | 57.24% | | |
| | | More than 50 years old | Person | 28 | 18 | - | 46 | | |
| | | | % | 1.91% | 1.23% | 0.00% | 3.14% | | |
| | Race | Thai | Person | 471 | 73 | 33 | 577 | 1,464 | 100.0% |
| | | | % | 32.17% | 4.99% | 2.25% | 39.41% | | |
| | | Maldives | Person | 538 | 20 | - | 558 | | |
| | | | % | 36.75% | 1.37% | 0.00% | 38.11% | | |
| | | Others | Person | 297 | 32 | - | 329 | | |
| | | | % | 20.29% | 2.19% | 0.00% | 22.47% | | |
| Total | Gender | Male | Person | 1,398 | 113 | 10 | 1,521 | 2,273 | 100.0% |
| | | | % | 61.50% | 4.97% | 0.44% | 66.92% | | |
| | | Female | Person | 672 | 57 | 23 | 752 | | |
| | | | % | 29.56% | 2.51% | 1.01% | 33.08% | | |
| | Age range | Below 30 years old | Person | 805 | 3 | 6 | 814 | 2,273 | 100.0% |
| | | | % | 35.42% | 0.13% | 0.26% | 35.81% | | |
| | | 30-50 years old | Person | 1,176 | 137 | 27 | 1,340 | | |
| | | | % | 51.74% | 6.03% | 1.19% | 58.95% | | |
| | | More than 50 years old | Person | 88 | 31 | - | 119 | | |
| | | | % | 3.87% | 1.36% | 0.00% | 5.24% | | |
| | Race | Thai | Person | 471 | 73 | 33 | 577 | 2,273 | 100.0% |
| | | | % | 20.72% | 3.21% | 1.45% | 25.38% | | |
| | | Maldives | Person | 538 | 20 | - | 558 | | |
| | | | % | 23.67% | 0.88% | 0.00% | 24.55% | | |
| | | Others | Person | 1,059 | 79 | - | 1,138 | | |
| | | | % | 46.59% | 3.48% | 0.00% | 50.07% | | |

Local employment¹

| Hotel properties | | By employee level | | | | | | | By employment contract | | | | |
|---|-----------------|------------------------|--------|-----------------------------------|--------|-------------|--------|--------|------------------------|--------|-----------|--------|--------|
| | | Operations/ service | | Senior management ² | | Head office | | Total | Permanent | | Temporary | | Total |
| | | Male | Female | Male | Female | Male | Female | | Male | Female | Male | Female | |
| SAii Lagoon Maldives, Curio Collection by Hilton (Maldivian) | All employees | 187 | 30 | 12 | 4 | - | - | 233 | 199 | 34 | - | - | 233 |
| | Local employees | 140 | 12 | 9 | - | - | - | 161 | 149 | 12 | - | - | 161 |
| | Percentage (%) | 60.09% | 5.15% | 3.86% | 0.00% | 0.00% | 0.00% | 69.10% | 63.95% | 5.15% | 0.00% | 0.00% | 69.10% |
| Hard Rock Hotel Maldives (Maldivian) | All employees | 273 | 41 | 10 | 3 | - | - | 327 | 283 | 44 | - | - | 327 |
| | Local employees | 179 | 11 | 3 | - | - | - | 193 | 182 | 11 | - | - | 193 |
| | Percentage (%) | 54.74% | 3.36% | 0.92% | 0.00% | 0.00% | 0.00% | 59.02% | 55.66% | 3.36% | 0.00% | 0.00% | 59.02% |
| Marina @ CROSSROADS (Maldivian) | All employees | 269 | 29 | 11 | 3 | - | - | 312 | 280 | 32 | - | - | 312 |
| | Local employees | 189 | 13 | 8 | - | - | - | 210 | 197 | 13 | - | - | 210 |
| | Percentage (%) | 60.58% | 4.17% | 2.56% | 0.00% | 0.00% | 0.00% | 67.31% | 63.14% | 4.17% | 0.00% | 0.00% | 67.31% |
| Konotta Maldives Resort (Maldivian) | All employees | 11 | - | 2 | - | - | - | 13 | 13 | - | - | - | 13 |
| | Local employees | 10 | - | 1 | - | - | - | 11 | 11 | - | - | - | 11 |
| | Percentage (%) | 76.92% | 0.00% | 7.69% | 0.00% | 0.00% | 0.00% | 84.62% | 84.62% | 0.00% | 0.00% | 0.00% | 84.62% |
| SAii Phi Phi Island Village (Krabi) | All employees | 90 | 72 | 9 | 10 | - | - | 181 | 99 | 82 | - | - | 181 |
| | Local employees | 3 | 2 | 1 | - | - | - | 6 | 4 | 2 | - | - | 6 |
| | Percentage (%) | 1.66% | 1.10% | 0.55% | 0.00% | 0.00% | 0.00% | 3.31% | 2.21% | 1.10% | 0.00% | 0.00% | 3.31% |
| Santiburi Koh Samui (Surat Thani) | All employees | 54 | 51 | 16 | 15 | - | - | 136 | 64 | 66 | 6 | - | 136 |
| | Local employees | 26 | 17 | 7 | 6 | - | - | 56 | 27 | 23 | 6 | - | 56 |
| | Percentage (%) | 19.12% | 12.50% | 5.15% | 4.41% | 0.00% | 0.00% | 41.18% | 19.85% | 16.91% | 4.41% | 0.00% | 41.18% |
| SAii Koh Samui Choengmon (Surat Thani) | All employees | 15 | 13 | 2 | 2 | - | - | 32 | 17 | 15 | - | - | 32 |
| | Local employees | 6 | 7 | 1 | 1 | - | - | 15 | 7 | 8 | - | - | 15 |
| | Percentage (%) | 18.75% | 21.88% | 3.13% | 3.13% | 0.00% | 0.00% | 46.88% | 21.88% | 25.00% | 0.00% | 0.00% | 46.88% |
| SAii Laguna Phuket (Phuket) | All employees | 92 | 81 | 11 | 6 | - | - | 190 | 103 | 87 | - | - | 190 |
| | Local employees | 52 | 45 | 8 | 5 | - | - | 110 | 60 | 50 | - | - | 110 |
| | Percentage (%) | 27.37% | 23.68% | 4.21% | 2.63% | 0.00% | 0.00% | 57.89% | 31.58% | 26.32% | 0.00% | 0.00% | 57.89% |
| Self-managed hotels as per the reporting boundary ³ only | All employees | 873 | 223 | 58 | 35 | - | - | 1,189 | 925 | 258 | 6 | - | 1,189 |
| | Local employees | 537 | 55 | 28 | 6 | - | - | 626 | 559 | 61 | 6 | - | 626 |
| | Percentage (%) | 45.16% | 4.63% | 2.35% | 0.50% | 0.00% | 0.00% | 52.65% | 47.01% | 5.13% | 0.50% | 0.00% | 52.65% |
| Hotels in Thailand only | All employees | 251 | 217 | 38 | 33 | - | - | 539 | 283 | 250 | 6 | - | 539 |
| | Local employees | 87 | 71 | 17 | 12 | - | - | 187 | 98 | 83 | 6 | - | 187 |
| | Percentage (%) | 16.14% | 13.17% | 3.15% | 2.23% | 0.00% | 0.00% | 34.69% | 18.18% | 15.40% | 1.11% | 0.00% | 34.69% |
| Hotels in Maldives only | All employees | 740 | 100 | 35 | 10 | - | - | 885 | 775 | 110 | - | - | 885 |
| | Local employees | 518 | 36 | 21 | - | - | - | 575 | 539 | 36 | - | - | 575 |
| | Percentage (%) | 58.53% | 4.07% | 2.37% | 0.00% | 0.00% | 0.00% | 64.97% | 60.90% | 4.07% | 0.00% | 0.00% | 64.97% |
| All self-managed hotels | All employees | 991 | 317 | 73 | 43 | - | - | 1,424 | 1,058 | 360 | 6 | - | 1,424 |
| | Local employees | 605 | 107 | 38 | 12 | - | - | 762 | 637 | 119 | 6 | - | 762 |
| | Percentage (%) | 42.49% | 7.51% | 2.67% | 0.84% | 0.00% | 0.00% | 53.51% | 44.73% | 8.36% | 0.42% | 0.00% | 53.51% |

Remark: ¹ "Local employment" refers to employees who work in the same area as stated on their house registration, excluding employees at the Head Office.

² "Senior management" refers to employees position as head of department and above.

³ Santiburi Koh Samui, Saii Phi Phi Island Village and CROSSROADS Maldives

Employee diversity by employee level and gender

| Hotel properties | Operations/ service | | Senior management | | Head Office | | Total |
|------------------|---------------------|--------|-------------------|--------|-------------|--------|-------|
| | Male | Female | Male | Female | Male | Female | |

Head office and self-managed hotels

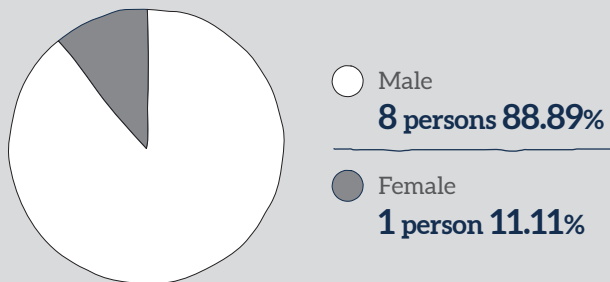
| | | | | | | | |
|---|------------|------------|-----------|-----------|-----------|-----------|--------------|
| Head Office | - | - | 5 | 2 | 10 | 23 | 40 |
| SAii Lagoon Maldives, Curio Collection by Hilton | 187 | 30 | 12 | 4 | - | - | 233 |
| Hard Rock Hotel Maldives | 273 | 41 | 10 | 3 | - | - | 327 |
| Marina @ CROSSROADS | 269 | 29 | 11 | 3 | - | - | 312 |
| SAii Phi Phi Island Village | 90 | 72 | 9 | 10 | - | - | 181 |
| Santiburi Koh Samui | 54 | 51 | 16 | 15 | - | - | 136 |
| SAii Laguna Phuket | 92 | 81 | 11 | 6 | - | - | 190 |
| SAii Koh Samui Choengmon | 15 | 13 | 2 | 2 | - | - | 32 |
| Konotta Maldives Resort | 11 | - | 2 | - | - | - | 13 |
| Total | 991 | 317 | 78 | 45 | 10 | 23 | 1,464 |

Hotels managed under the third-party hotel management agreement (the Outrigger Hotel)

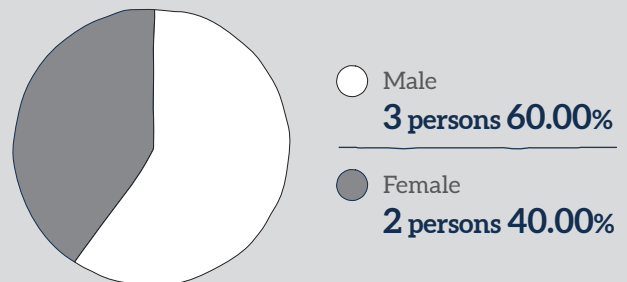
| | | | | | | | |
|--------------------|--------------|------------|------------|-----------|-----------|-----------|--------------|
| Outriggers | 407 | 355 | 35 | 12 | - | - | 809 |
| Grand total | 1,398 | 672 | 113 | 57 | 10 | 23 | 2,273 |

Executive diversity

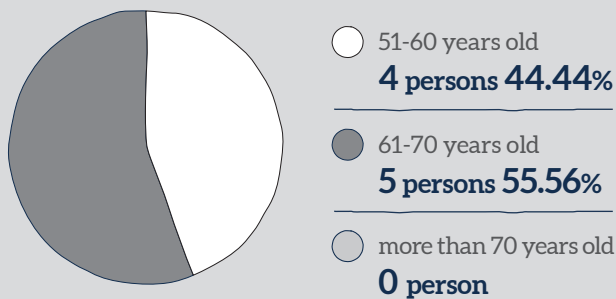
Gender diversity of the Board of Directors



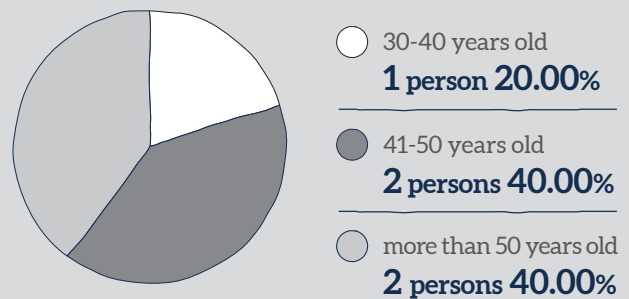
Gender diversity of the Senior management



Age diversity of the Board of Directors



Age diversity of the Senior management



Parental leave

| Leave case | Year 2020 | | Year 2021 | |
|---|-------------------|---------|-----------|---------|
| | Male ¹ | Female | Male | Female |
| Total number of employees (person) | 800 | 306 | 1,066 | 385 |
| Number of employees entitled to parental leave (person) | 800 | 306 | 1,066 | 385 |
| Number of employees that took parental leave (person) | - | 8 | - | 7 |
| Number of employees resuming their works subsequent to the end of parental leave period (person) | - | 8 | - | 7 |
| Number of employees resuming their works subsequent to the end of parental leave period and continued to work with the Company for 1 more year (person) | - | 8 | - | 3 |
| Return-to-work rate ² (%) | - | 100.00% | - | 100.00% |
| Retention Rate ³ (%) | - | 100.00% | - | 42.86% |

Remark: ¹ Male employees were entitled to take maternity leave at a maximum of eligible personal leave days.

² Return-to-work rate = (Numbers of employees returning to work subsequent to the maternity leave period/numbers of employees of each gender exercising the right to take maternity leave) x 100.

³ Retention rate = (Numbers of employees returning to work subsequent to the maternity leave period who continued to work for the organization for 1 year/number of employees returning to work subsequent to the end of maternity leave period) x 100.

Change of number of employees

| Change | | Year 2020 | | | | Year 2021 | | | |
|------------------------------|----------|-----------|----------------|-----------------------|----------------|-----------|----------------|-----------------------|----------------|
| | | New hire | | Turnover ¹ | | New hire | | Turnover ¹ | |
| Employee diversity | | Person(s) | % ² | Person(s) | % ² | Person(s) | % ² | Person(s) | % ² |
| Total employees ³ | | 1,127 | 100.00% | 1,127 | 100.00% | 1,451 | 100.00% | 1,451 | 100.00% |
| Total change | | 271 | 24.05% | 374 | 33.19% | 663 | 45.69% | 529 | 36.46% |
| Gender | Male | 206 | 18.28% | 257 | 22.80% | 550 | 37.90% | 396 | 27.29% |
| | Female | 65 | 5.77% | 117 | 10.38% | 113 | 7.79% | 133 | 9.17% |
| Age range | < 30 | 175 | 15.53% | 158 | 14.02% | 418 | 28.81% | 237 | 16.33% |
| | 30 – 50 | 94 | 8.34% | 195 | 17.30% | 235 | 16.20% | 242 | 16.68% |
| | > 50 | 2 | 0.18% | 21 | 1.86% | 10 | 0.69% | 50 | 3.45% |
| Operational site | Thailand | 41 | 3.64% | 169 | 15.00% | 88 | 6.06% | 133 | 9.17% |
| | Maldives | 230 | 20.41% | 205 | 18.19% | 575 | 39.63% | 396 | 27.29% |

Remark: ¹ Voluntary resignation

² Percentage of total employees

³ Only self-managed hotels except Konotta Maldives Resort as the hotel has not opened and not included in the reporting boundary.

Employee satisfaction

| EOS Score | Year 2017 | Year 2018 | Year 2019 | Year 2020 | Year 2021 |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|
| Head Office | 77.77% | 50.00% | 68.00% | - | 64.00% |
| Santiburi Koh Samui | 64.10% | 69.23% | 68.42% | - | - |
| SAii Phi Phi Island Village | 76.13% | 79.71% | 83.46% | - | - |
| SAii Laguna Phuket | - | - | - | - | - |
| SAii Koh Samui Choengmon | - | - | - | - | - |
| CROSSROADS Maldives | - | - | 80.26% | - | 82.87% |
| SAii Lagoon Maldives | - | - | 78.09% | - | 79.17% |
| Hard Rock Hotel Maldives | - | - | 73.68% | - | 74.47% |

Remark: No employee satisfaction survey in year 2020 as the Company would like to focus on actions and implementations in response to the year 2019's results.

Employees' training hours (hours/person/year)

| | Total employees (persons) | Total training hours (hours) | Average training hours (hours/person/year) |
|--|------------------------------|---------------------------------|---|
|--|------------------------------|---------------------------------|---|

All trainings

| | | | | |
|-------------------------------------|--------------------|-------|--------|-------|
| Total employees | | 1,451 | 40,724 | 28.07 |
| Gender | Female | 385 | 13,416 | 34.85 |
| | Male | 1,066 | 27,286 | 25.60 |
| Employee level and operational site | Operations/service | 1,297 | 35,205 | 27.14 |
| | Management | 121 | 4,688 | 38.74 |
| | Head Office | 33 | 831 | 25.18 |

Training of the Head Office

| | | | | |
|-------------------------------------|--------------------|----|---------|-------|
| Total employees | | 40 | 1,112.0 | 27.80 |
| Gender | Female | 25 | 707.5 | 28.30 |
| | Male | 15 | 404.5 | 26.97 |
| Employee level and operational site | Operations/service | 0 | - | 0 |
| | Management | 7 | 281.0 | 40.14 |
| | Head Office | 33 | 831.0 | 25.18 |

Training of the hotel properties

| | | | | |
|-------------------------------------|--------------------|-------|-----------|-------|
| Total employees | | 1,411 | 39,611.52 | 28.07 |
| Gender | Female | 360 | 12,708.83 | 35.30 |
| | Male | 1,051 | 26,881.08 | 25.58 |
| Employee level and operational site | Operations/service | 1,297 | 35,204.62 | 27.14 |
| | Management | 114 | 4,406.89 | 38.66 |
| | Head Office | - | - | - |

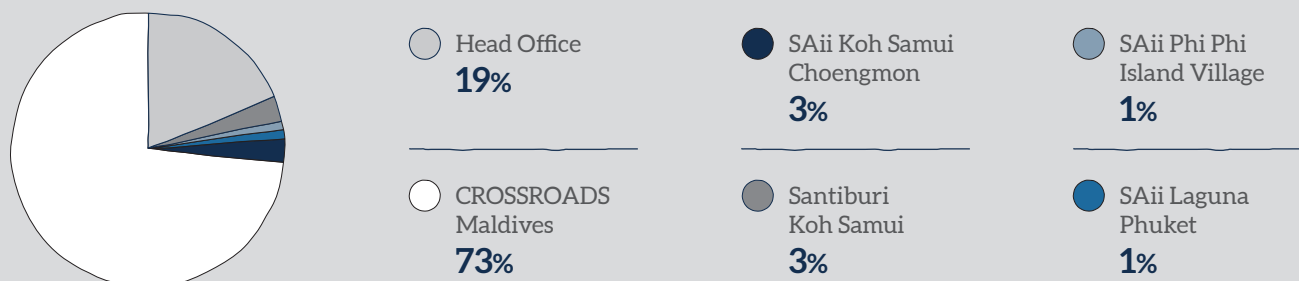
Remark: Training hours of the Head Office and the hotel properties are calculated separately.

Training budget

| Hotel properties | Year 2020 | | | Year 2021 | | |
|-----------------------------|------------------|------------|-------------|------------------|------------|-------------|
| | No. of employees | Total | Avg./person | No. of employees | Total | Avg./person |
| Head Office | 36 | 464,152.07 | 12,893.11 | 40 | 155,216.00 | 3,880.40 |
| Santiburi Koh Samui | 159 | 74,340.73 | 467.55 | 136 | 24,505.00 | 180.18 |
| SAii Phi Phi Island Village | 205 | 141,195.21 | 688.76 | 181 | 5,694.00 | 31.46 |
| SAii Laguna Phuket | N/A | N/A | N/A | 190 | 11,316.00 | 59.56 |
| SAii Koh Samui Choengmon | N/A | N/A | N/A | 32 | 27,047.20 | 845.23 |
| CROSSROADS Maldives | 727 | 277,629.49 | 381.88 | 312 | 600,204.30 | 1,923.73 |
| Grand total | 1,127 | 957,317.50 | 849.44 | 891.00 | 823,982.50 | 924.78 |

Remark: Excluded the Outrigger Hotel as it was managed under the third-Party hotel management agreement and out of the reporting boundary

Proportion of training budget



Water and Wastewater Quality Inspection of Each Hotel

Water consumption and recycling

| | SAii Phi Phi Island Village | | | Santiburi Koh Samui | | | CROSSROADS Maldives | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------|-------------------------------------|-------------------------------------|
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
| Water Consumption | | | | | | | | | |
| User | 59,573 (room/year) | 20,269 (room/year) | 14,296 (room/year) | 18,838 (room/year) | 6,098 (room/year) | 2,348 (room/year) | - | 58,134 (room/year) | 182,043 (room/year) |
| Total water consumption ¹ (m ³) | 92,279 | 60,372 | 28,375 | 107,338 | 51,418 | 18,176 | - | 202,398 | 237,159 |
| Water consumption per unit | 1.55 (m ³ /room/year) | 2.98 (m ³ /room/year) | 1.98 (m ³ /room/year) | 5.70 (m ³ /room/year) | 8.43 (m ³ /room/year) | 7.74 (m ³ /room/year) | - | 3.48 (m ³ /room/year) | 1.30 (m ³ /room/year) |
| Wastewater treated | | | | | | | | | |
| Amount of wastewater treated (m ³) | - | 31,624 | 22,048 | 61,785 | 41,132 | 14,866 | - | 55,530 | 106,033 |
| Water recycling | | | | | | | | | |
| Recycled water (m ³) ² | - | 31,624 | 22,048 | - | - | 14,866 | - | 55,530 | 116,253 |
| Rate of recycled water (%) | - | 52.38% | 77.70% | - | - | 81.79% | - | 27.44% | 43.98% |

Remark: ¹ Data from water consumption meter

² Calculated from a fraction of water consumption to wastewater treated

Quality of treated wastewater

| | Unit | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------------------|-------------------|-------|-------|-------|-------|-------|---------|-------|-------|-------|-------|-------|-------|
| SAii Phi Phi Island Village | | | | | | | | | | | | | |
| Treated wastewater | (m ³) | 3,166 | 1,946 | 2,936 | 2,411 | 1,251 | 1,170 | 984 | 1,021 | 872 | 1,862 | 2,201 | 2,228 |
| BOD | Mg./L | - | 12.57 | 14.29 | - | 7.5 | 16 | 8.75 | 6.59 | 9.75 | 15.45 | 6.67 | - |
| COD | Mg./L | - | - | - | - | - | - | - | - | - | - | - | - |
| PH | Mg./L | - | 8.21 | 8.34 | - | 7.49 | 8.21 | 8.2 | 8.5 | 8.33 | 8.62 | 9.14 | - |
| TDS | Mg./L | - | 869.5 | 504 | - | 838.5 | 2,090.5 | 804 | 477.5 | 594.5 | 386 | 456 | - |
| Oil and grease | Mg./L | - | 3.6 | 2.4 | - | 0 | 0 | 3.2 | 2.4 | 4.4 | 5.6 | 1.6 | - |
| TN | Mg./L | - | 0 | 0.56 | - | 13.44 | 0 | 10.64 | 22.4 | 5.6 | 5.04 | 3.92 | - |
| TP | Mg./L | - | - | - | - | - | - | - | - | - | - | - | - |
| CROSSROADS Maldives | | | | | | | | | | | | | |
| Treated wastewater | (m ³) | 8,471 | 7,594 | 8,547 | 9,276 | 9,716 | 8,538 | 8,952 | 8,908 | 8,486 | 8,381 | 9,298 | 9,866 |
| BOD | Mg./L | 19 | 27 | - | - | - | - | - | - | - | - | - | - |
| COD | Mg./L | 72 | 98 | - | - | - | - | - | - | - | - | - | - |
| PH | Mg./L | 7.3 | 7 | - | - | - | - | - | - | - | - | - | - |
| TDS | Mg./L | 15.4 | - | - | - | - | - | - | - | - | - | - | - |
| Oil and grease | Mg./L | < 01 | < 01 | - | - | - | - | - | - | - | - | - | - |
| TN | Mg./L | 2.8 | 4.61 | - | - | - | - | - | - | - | - | - | - |
| TP | Mg./L | - | - | - | - | - | - | - | - | - | - | - | - |

Remark: Santiburi Koh Samui has not continuously inspected the wastewater quality since the hotel operation was temporarily suspended during the COVID-19 lockdown.



External Assurance of the Report

LRQA Independent Assurance Statement Relating to S Hotels and Resorts Public Company Limited's Sustainable Development Report for the fiscal year 2021

This Assurance Statement has been prepared for S Hotels and Resorts Public Company Limited in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA (Thailand) Limited was commissioned by S Hotels and Resorts Public Company Limited (SHR) to provide independent assurance on its sustainable development report ("the report") against the AccountAbility's AA1000AS v3 assurance criteria to a moderate level of assurance for the GRI topic-specific disclosures listed below and materiality level of the professional judgement of the verifier is applied, where the scope was a Type 2 engagement.

Our assurance engagement covered SHR's operations and activities in Thailand and the Republic of Maldives specifically the following requirements:

- Confirming that the assurance statement is included Head office, 2 Self-Managed more than one-year Hotels in Thailand and self-managed hotel with franchise agreement ("CROSSROADS Maldives").
- Evaluating the reliability of data and information for only the selected environmental indicators listed below:
 - GRI 202-2 Proportion of senior management hired from the local community
 - GRI 303-3: Water withdrawal
 - GRI 303-4: Water discharge
 - GRI 303-5: Water consumption
 - GRI 305-1: Direct GHG emissions (Scope 1) ^{(1),(2)}
 - GRI 305-2: Energy indirect GHG emissions (Scope 2) ^{(1),(2)}

Our assurance engagement excluded the data and information of SHR's operations besides the defined sustainability reporting boundary, as well as suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to SHR. LRQA disclaims any liability or responsibility to others as explained in the end footnote. SHR's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of SHR.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that S Hotels and Resorts Public Company Limited has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate level of assurance engagement is less than for a high level of assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained in a high assurance engagement.

⁽¹⁾ Exclude self-managed hotel with franchise which is CROSSROADS Maldives.

⁽²⁾ GHG quantification is subject to inherent uncertainty.



LRQA's approach

LRQA's assurance engagements are carried out using AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing SHR's data management systems to confirm that there were no significant errors, material mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions, and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling of evidence during remote verification for three sites, included SAii Phi Phi Island Village, Santiburi Koh Samui and CROSSROADS Maldives for only the selected indicators to confirm its reliability.

Observations

Further observations and findings, made during the assurance engagement, is:

- Reliability: Data management systems are properly defined for the selected environmental indicators. However, we believe that SHR's future reports should extend the boundary of GHG emissions and water disclosure to all business units.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for S Hotels and Resorts Public Company Limited and as such does not compromise our independence or impartiality.

A handwritten signature in black ink, reading 'kamiga S.', is shown next to a light blue rectangular stamp.

Kamiga Sukkeaw
LRQA Lead Verifier

Dated: 23 June 2022

On behalf of LRQA (Thailand) Limited
22nd Floor, Sirinrat Building, 3388/78 Rama IV Road
Klongton, Klongtoey, Bangkok 10110 Thailand

LRQA reference: BGK00000773/B

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GRI Content Index

This report has been prepared in accordance with the GRI Standard: Core Option

GRI 102: General Disclosures

| GRI Standards | Disclosures | | Sources | Omission/ Additional Information | Relation to SDGs |
|--|------------------------|---|--|--|---------------------|
| GRI 102 General Disclosures 2016 | Organizational Profile | | | | |
| | 102-1 | Name of the organization | SD: Front cover | | |
| | 102-2 | Activities, brands, products, and services | SD: p.10-15 | | |
| | 102-3 | Location of headquarters | SD: p.9 | | |
| | 102-4 | Location of operations | SD: p.9-11 | | |
| | 102-5 | Ownership and legal form | SD: p.9 | | |
| | 102-6 | Markets served | SD: p.12 | | |
| | 102-7 | Scale of the organization | SD: p.8, 79 | | |
| | 102-8 | Information on employees and other workers | SD: p.79, 108-113 | | |
| | 102-9 | Supply chain | SD: p.16-17 | | |
| | 102-10 | Significant changes to the organization and its supply chain | SD: p.12, AR: p.22-23 | | |
| | 102-11 | Precautionary principle or approach | AR: p.150-153 | | |
| | 102-12 | External initiatives | SD: p.22-23 | | |
| | 102-13 | Membership of associations | SD: p.22-23 | | |
| | Strategy | | | | |
| | 102-14 | Statement from senior decision-maker | SD: p.4-5 | | |
| | 102-15 | Key impacts, risks, and opportunities | SD: p.42, 56, 62, 68, 72, 79, 88, 96, 102, 104 | | |
| | Ethics and Integrity | | | | |
| | 102-16 | Values, principles, standards, and norms of behavior | SD: p.98, AR: p.20-21, 100 | | |
| | 102-17 | Mechanisms for advice and concerns about ethics | SD: p.101, AR: p.118-119 | | |
| | Governance | | | | |
| | 102-18 | Governance structure | SD: p.31, AR: p.90 | | |
| | 102-19 | Delegating authority | SD: p.31, AR: p.91-95 | | |
| | 102-20 | Executive-level responsibility for economic, environmental, and social topics | SD: p.30-31 | | |
| | 102-21 | Consulting stakeholders on economic, environmental, and social topics | SD: p.36-39, 50 | | |
| | 102-22 | Composition of the highest governance body and its committees | SD: p.31, AR: p.90 | | |
| | 102-23 | Chair of the highest governance body | SD: p.31, AR: p.90-91 | | |
| | 102-24 | Nominating and selecting the highest governance body | AR: p.105, 115, 131-133 | | |
| | 102-25 | Conflicts of interest | - | | |
| | 102-26 | Role of highest governance body in setting purpose, values, and strategy | AR: p.124-131 | | |
| | 102-27 | Collective knowledge of highest governance body | AR: p.131-133 | | |
| | 102-28 | Evaluating the highest governance body's performance | AR: p.111-112 | | |
| | 102-29 | Identifying and managing economic, environmental, and social impacts | SD: p.28-29 | | |

| GRI Standards | Disclosures | | Sources | Omission/ Additional Information | Relation to SDGs |
|--|------------------------|--|---------------|--|---------------------|
| GRI 102 General Disclosures 2016 | Governance (Cont.) | | | | |
| | 102-30 | Effectiveness of risk management processes | AR: p.150-153 | | |
| | 102-31 | Review of economic, environmental, and social topics | SD: p.32-33 | | |
| | 102-32 | Highest governance body's role in sustainability reporting | | Board of Directors | |
| | 102-35 | Remuneration policies | AR: p.95-98 | | |
| | 102-36 | Process for determining remuneration | AR: p.95-98 | | |
| | 102-37 | Stakeholders' involvement in remuneration | - | Shareholders' approval at AGM | |
| | 102-38 | Annual total compensation ratio | AR: p.96, 98 | | |
| | Stakeholder Engagement | | | | |
| | 102-40 | List of stakeholder groups | SD: p.36-39 | | |
| | 102-41 | Collective bargaining agreements | - | | |
| | 102-42 | Identifying and selecting stakeholders | SD: p.36-39 | | |
| | 102-43 | Approach to stakeholder engagement | SD: p.36-39 | | |
| | 102-44 | Key topics and concerns raised | SD: p.36-39 | | |
| | Reporting Practice | | | | |
| | 102-45 | Entities included in the consolidated financial statements | AR: p.46-47 | | |
| | 102-46 | Defining report content and topic boundaries | SD: p.32-35 | | |
| | 102-47 | List of material topics | SD: p.33 | | |
| | 102-48 | Restatements of information | - | 1 st SD report | |
| | 102-49 | Changes in reporting | - | 1 st SD report | |
| | 102-50 | Reporting period | SD: p.32 | Jan-Dec 2021 | |
| | 102-51 | Date of most recent report | SD: p.32 | Year 2021 | |
| | 102-52 | Reporting cycle | SD: p.32 | Annually | |
| | 102-53 | Contact point for questions regarding the report | SD: p.35 | | |
| | 102-54 | Claims of reporting in accordance with the GRI standards | SD: p.32 | | |
| | 102-55 | GRI content index | SD: p.118-123 | | |
| | 102-56 | External assurance | SD: p.116-117 | | |

Material Topics

| GRI Standards | | | Sources | Omission/ Additional Information | Relation to SDGs |
|---|-------|--|------------------|--|---------------------|
| Market Presence | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.80 | | SDG 8 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 202 Market Presence 2016 | 202-2 | Proportion of senior management hired from the local community | SD: p.80 | | |
| Indirect Economic Impact | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.54, 93 | Marine and Maldives Discovery Centre for educational purposes, Boccia Training Center for disabilities | SDG 11 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 203 Indirect Economic Impact 2016 | 203-1 | Infrastructure investments and services supported | SD: p.54, 93 | | |
| Procurement Practices | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.91 | | SDG 11 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 204 Procurement Practices 2016 | 204-1 | Proportion of spending on local suppliers | SD: p.91 | | |
| Anti-corruption | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.99-100 | | SDG 16 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 205 Anti-corruption 2016 | 205-2 | Communication and training about anti-corruption policies and procedures | SD: p.99-100 | | |
| | 205-3 | Confirmed incidents of corruption and actions taken | | | |
| Energy | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.68-71 | | SDG 12, SDG 13 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 302 Energy 2016 | 302-1 | Energy consumption within the organization | SD: p.68-71 | | |
| | 302-2 | Energy consumption outside of the organization | | | |
| | 302-4 | Reduction of energy consumption | | | |
| | 302-5 | Reduction in energy requirements of products and services | | | |
| Water and Effluents | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.72-75 | | SDG 12 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 303 Water and Effluents 2018 | 303-1 | Interactions with water as a shared resource | SD: p.72-75, 115 | | |
| | 303-2 | Management of water discharge-related impacts | | | |
| | 303-3 | Water withdrawal | | | |
| | 303-4 | Water discharge | | | |
| | 303-5 | Water consumption | | | |

| GRI Standards | | | Sources | Omission/ Additional Information | Relation to SDGs |
|---|-------|---|--------------|--|---------------------------|
| Biodiversity | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.42-55 | | SDG 14 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 304 Biodiversity 2016 | 304-1 | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | SD: p.44 | | |
| | 304-3 | Habitats protected or restored | SD: p.43, 48 | | |
| | 304-4 | IUCN Red List species and national conservation list species with habitats in areas affected by operations | SD: p.52-53 | | |
| Emissions | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.62-67 | | SDG 12, SDG 13, SDG 14 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 305 Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | SD: p.62-67 | | |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | | | |
| | 305-3 | Other indirect (Scope 3) GHG emissions | | | |
| Effluents and Waste | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.56-61 | | SDG 12 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 306 Waste 2020 | 306-1 | Waste generation and significant waste-related impacts | SD: p.56 | | |
| | 306-2 | Management of significant waste-related impacts | SD: p.56-61 | | |
| | 306-3 | Waste generated | SD: p.58, 61 | | |
| | 306-4 | Waste diverted from disposal | SD: p.58, 61 | | |
| | 306-5 | Waste directed to disposal | SD: p.58, 61 | | |
| Environmental Compliance | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | - | Adhering to Good Governance practices | SDG 16 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 307 Environmental Compliance 2016 | 307-1 | Non-compliance with environmental laws and regulations | SD: p.119 | No legal dispute that significantly affect the Group's business operations | |
| Supplier Environmental Assessment | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.104 | | SDG 12, SDG 16 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 308 Supplier Environmental Assessment 2016 | 308-1 | New suppliers that were screened using environmental criteria | SD: p.104 | | |

| GRI Standards | | | Sources | Omission/ Additional Information | Relation to SDGs |
|--|-------|---|---------------|---|---------------------|
| Employment | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.78-87 | | SDG 8 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 401 Employment 2016 | 401-1 | New employee hires and employee turnover | SD: p.113 | | |
| | 401-3 | Parental leave | SD: p.113 | | |
| Occupational Health and Safety | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.86-87 | | SDG 8 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 403 Occupational Health and Safety 2018 | 403-5 | Worker training on occupational health and safety | SD: p.86 | | |
| | 403-6 | Promotion of worker health | SD: p.86-87 | | |
| | 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | SD: p.86 | | |
| | 403-8 | Workers covered by an occupational health and safety management system | SD: p.122 | All SHR employees | |
| | 403-9 | Work-related injuries | SD: p.87 | | |
| Training and Education | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.83 | | SDG 8 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 404 Training and Education 2016 | 404-1 | Average hours of training per year per employee | SD: p.83 | | |
| | 404-2 | Programs for upgrading employee skills and transition assistance programs | SD: p.83 | | |
| | 404-3 | Percentage of employees reviewing regular performance and career development reviews | SD: p.122 | 100% of employees received regular performance review | |
| Diversity and Equal Opportunity | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.78-81 | | SDG 8 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 405 Diversity and Equal Opportunity 2016 | 405-1 | Diversity of governance bodies and employees | SD: p.112 | | |
| Child Labor | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.102-103 | | SDG 8 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 40 Child Labor 2016 | 408-1 | Operations and suppliers at significant risk for incidents of child labor | SD: p.120 | No child Labor | |
| Forced or Compulsory Labor | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.102-103 | | SDG 8 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 409 Forced or Compulsory Labor | 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | SD: p.122 | No forced or compulsory labor | |

| GRI Standards | | | Sources | Omission/ Additional Information | Relation to SDGs |
|---|-------|--|-------------|--|---------------------|
| Local Communities | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.88-93 | | SDG 1 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 413 Local Communities 2016 | 413-1 | Operations with local community engagement, impact assessments, and development programs | SD: p.123 | All operational sites | |
| | 413-2 | Operations with significant actual and potential negative impacts on local communities | SD: p.88-93 | | |
| Socioeconomic Compliance | | | | | |
| GRI 103 Management Approach 2016 | 103-1 | Explanation of the material topic and its boundary | SD: p.88-93 | | SDG 16 |
| | 103-2 | The management approach and its components | | | |
| | 103-3 | Evaluation of the management approach | | | |
| GRI 419 Socioeconomic Compliance 2016 | 419-1 | Non-compliance with laws and regulations in the social and economic area | SD: p.123 | No legal dispute that significantly affect the Group's business operations | |

Source: GRI Standards 2020 (except: Water & Effluence 2018, Occupational Health & Safety 2018), GRI G4 Construction and Real Estate Sector Disclosure 2008

Abbreviation : • AR = S Hotels and Resorts Public Company Limited Annual Report 2021
 • SD = S Hotels and Resorts Public Company Limited Sustainable Development Report 2021

UNGC Progress Report

| UN Global Compact: The 10 Principles | | Source/Explanation |
|--------------------------------------|--|---------------------------|
| Human Rights | | |
| Principle 1 | Businesses should support and respect the protection of internationally proclaimed human rights. | SD: p.102-103, 122 |
| Principle 2 | Make sure that they are not complicit in human rights abuses. | |
| Labor | | |
| Principle 3 | Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. | SD: p.78-87, 102-103, 120 |
| Principle 4 | The elimination of all forms of forced and compulsory labor. | |
| Principle 5 | The effective abolition of child labor. | |
| Principle 6 | The elimination of discrimination in respect of employment and occupation. | |
| Environment | | |
| Principle 7 | Businesses should support a precautionary approach to environmental challenges. | SD: p.40-75 |
| Principle 8 | Undertake initiatives to promote greater environmental responsibility. | |
| Principle 9 | Encourage the development and diffusion of environmentally friendly technologies. | |
| Anti-corruption | | |
| Principle 10 | Businesses should work against corruption in all its forms, including extortion and bribery. | SD: p.96-101 |

**Opinion survey
for stakeholders
of S Hotels and Resorts**



Please Scan the QR Code for the Survey



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